# TCAT Statewide Master Plan

TENNESSEE COLLEGES OF APPLIED TECHNOLOGY
MASTER PLAN UPDATE

SBC Project No. 166/000-04-2011
January 2023

# ACKNOWLEDGMENTS

The master planning team would like to thank TBR staff, the members of campus Advisory Boards, TCAT instructors, and the following TCAT Presidents for their generous participation in the planning process:

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**A number of presidents transitioned during the planning process; the names listed here are those that were president for the majority of planning discussions*

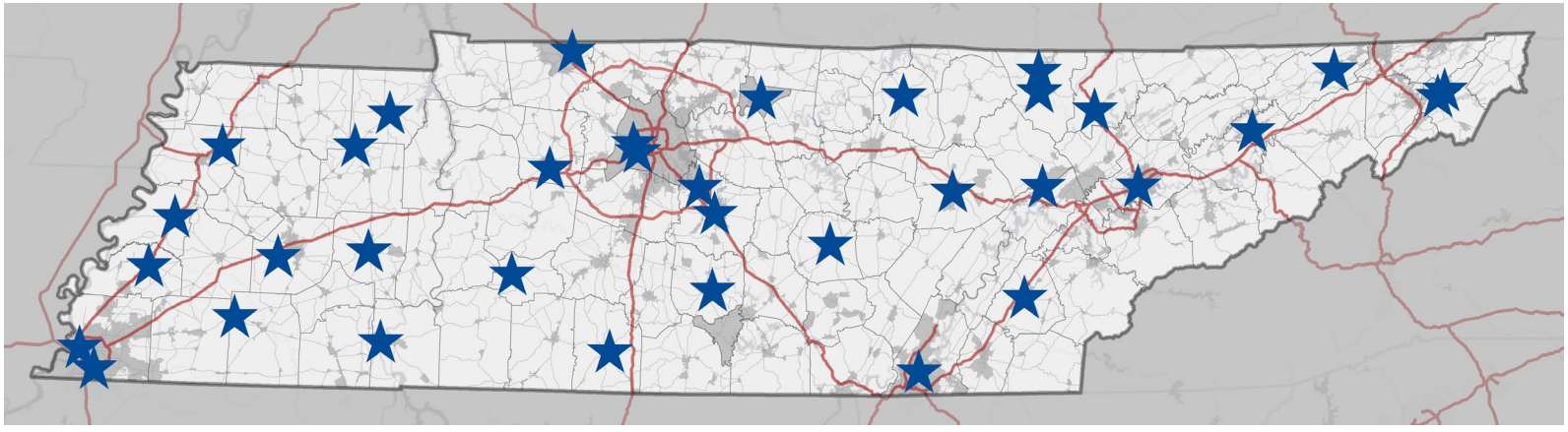
*The Master Plan logo shown on the cover is the result of a design competition among all TCATs with a graphic design program—the winning logo was designed by the following team of students from TCAT Crump: Crimson Barber, Collin Strong, and Casey Wilson*

TSW

DLRGROUP

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## INTRODUCTION

This plan provides recommendations for the 34 campuses shown on the previous page, and which includes most state-owned TCAT campuses. While a number of these campuses are under common TCAT leadership or share a name, they are not immediately adjacent to each other. For this reason, a separate chapter is devoted to their academic programs and future needs.

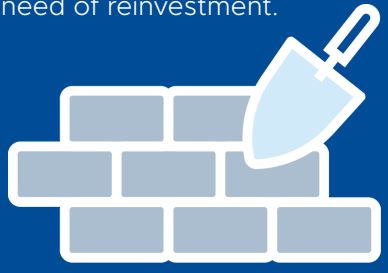
TBR's mission is "Student Success and Workforce Development" and the system's TCATs are a critical factor in that effort. An important element in fulfilling that mission is appropriate facilities to house the proper equipment and meet student demand. TCATs supply Tennessee's welders, mechanics, nurses, truck drivers and more, jobs which form the backbone of the economy across many regions of the state. Modern facilities and equipment are crucial ingredients in helping the TCATs serve their workforce development mission.



*Significant investment has been made in new facilities since the previous Master Plan, such as this addition at TCAT Athens*

### PREVIOUS PLAN IMPLEMENTATION

Significant portions of the 2014 TCAT Statewide Master Plan have been implemented with more than $97 million in investment in major state-funded projects, not including hundreds of significant but smaller renovations and facilities improvements on nearly every campus. This enormous investment has provided many new additions, renovations, and buildings, but has not reached every campus, some of which are in significant need of reinvestment.



**$97M+**

INVESTMENT IMPLEMENTING PREVIOUS MASTER PLAN

## MANY FACILITIES IN NEED OF REPLACEMENT

There are still many significant needs on many campuses. Some campuses have not seen any major investments since the previous Master Plan, and despite significant investment in recent decades, a majority of square footage on campuses in this plan is more than 50 years old.

» Building construction type is not intended to last more than 50-60 years

» Many building systems (roofs, HVAC, electrical, plumbing, etc.) are reaching the end of their useful lives

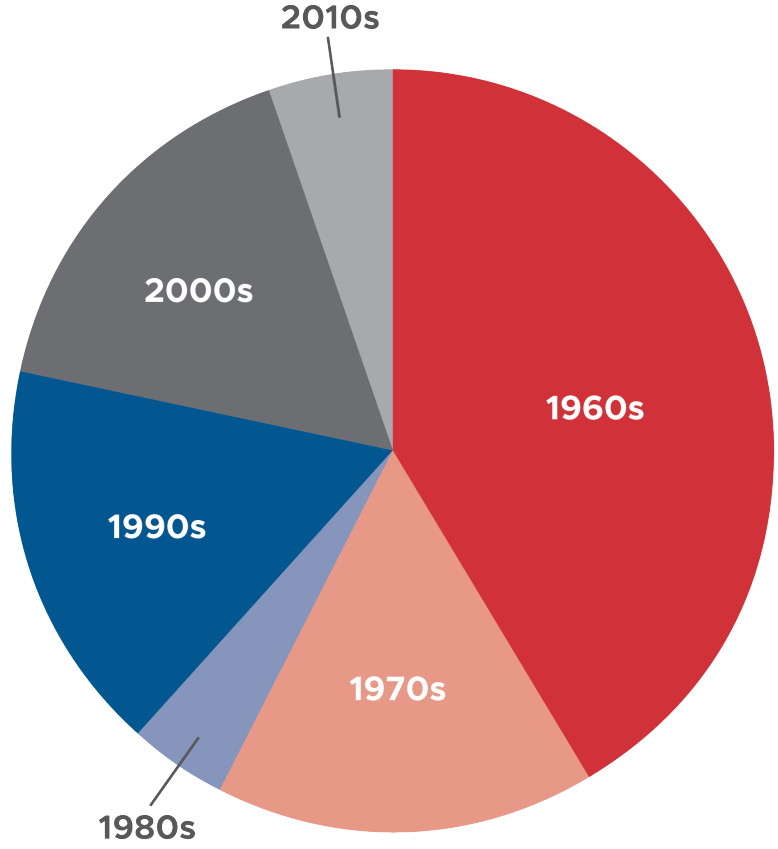
» Spaces are not designed for modern equipment and teaching methods, and are inflexible

» Facilities lack modern amenities in many cases, including air conditioning, accessible restrooms, and modern finishes



*This historic photo shows a TCAT Machine Tool shop in 1965—many similar labs are still in the same condition today, with dated buildings and equipment that is no longer suitable*

SQUARE FOOTAGE BY DECADE CONSTRUCTED




Specific renovations are only recommended in this plan in association with migrations. Major TCAT renovations are difficult, given that each space serves a specific purpose and can be hard to take offline.

Each campus has a good understanding of their facilities needs and is working through a backlog of renovations that include building components such as roofs, HVAC systems, plumbing, restroom upgrades, and similar projects. Interior improvements to lighting, floors, furniture, and paint should also continue to help modernize even those spaces proposed for future demolition.

### UPDATES TO THEC SPACE GUIDELINES

As part of this process, the following updates were proposed to how space needs are determined.

» Add a minimum threshold for teaching spaces so that programs with small enrollments do not show a need for substandard size spaces

» Add standard for industry training space based on total number of annual industry training hours provided

» Replace standard for food service space with standard for student commons space and increase this allowance to account for the difference in space configuration

» Slightly increase the space allowance for multipurpose spaces to better match needs

Space needs shown for each site in this report are based on the updated THEC Space Guidelines and existing space use during the campus walk-throughs in 2020 and 2021.

## CAMPUS ENGAGEMENT

The planning team visited each of the TCAT campuses to conduct an analysis, document existing conditions, and hold a series of interviews and meetings, as shown below. A detailed facilities analysis or PFIS update was not included as part of this effort.

» Comprehensive campus walk-through & space audit

» Needs and priorities discussion with each President

» One-on-one interviews with representative faculty

» Focus group with each Regional Advisory Board

## ADVISORY BOARD COMMENTS

Each TCAT has a Regional Advisory Board, which often includes local politicians, major employers, school board members, and others involved in regional economic and workforce development. They provided significant regional context for each TCAT, which is summarized in each chapter. Several overarching themes emerged that apply statewide.

» TCATs are doing great at technical education, preparing graduates, and regional partnerships

» Employers are desperate for more trained graduates

» TCAT facilities should have a more modern and technical feel to help recruitment of prospective students and employers

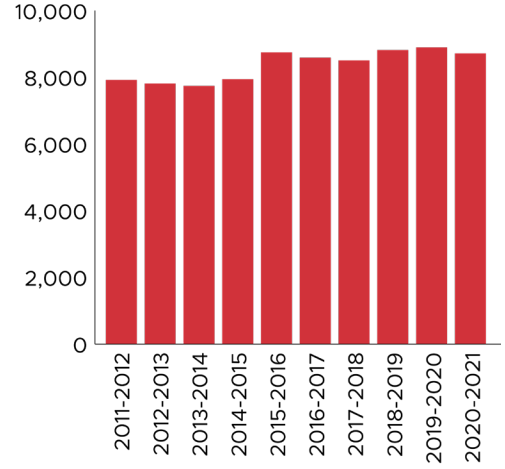
» Parents have a stigma about the TCATs and can be hard to convince after their first impressions of older facilities

» Students sometimes feel like they are going backwards when they enroll here compared to local high schools, many of which have been modernized

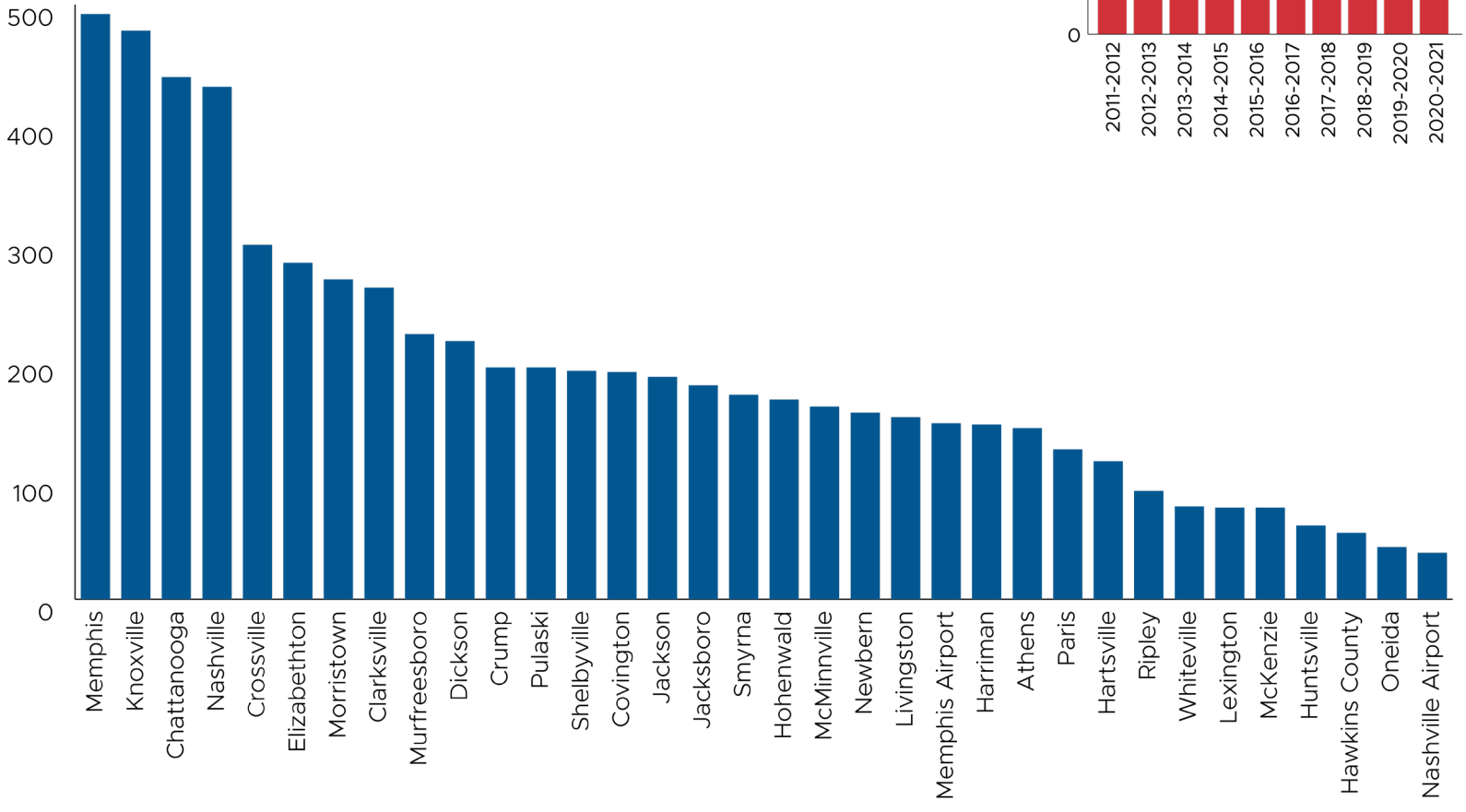
## ENROLLMENT

Statewide FTE enrollment at all TCAT campuses has increased by 12% since the previous Master Plan, although some individual campuses and programs have decreased. For this plan, full-time equivalent enrollment was calculated based on 1,296 contact hours to best reflect how many students are on campus, and only includes daytime students. Dual enrollment has increased significantly and is not captured well by FTE data, given that a larger number of high school students are on campus for a shorter period of time.

### ADJUSTED STATEWIDE FTE ENROLLMENT

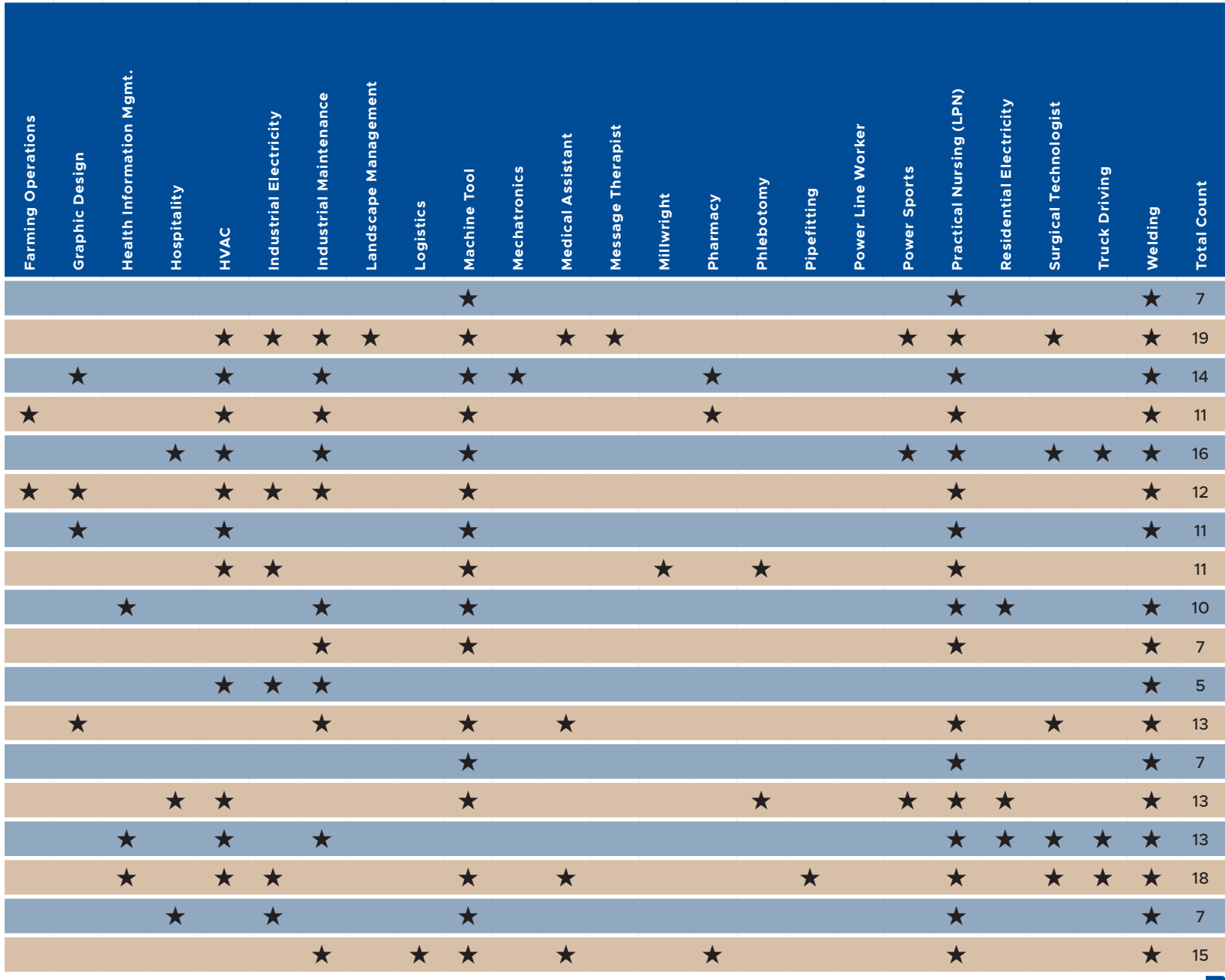



### ADJUSTED FTE ENROLLMENT BY SITE (2020-2021 ACADEMIC YEAR)



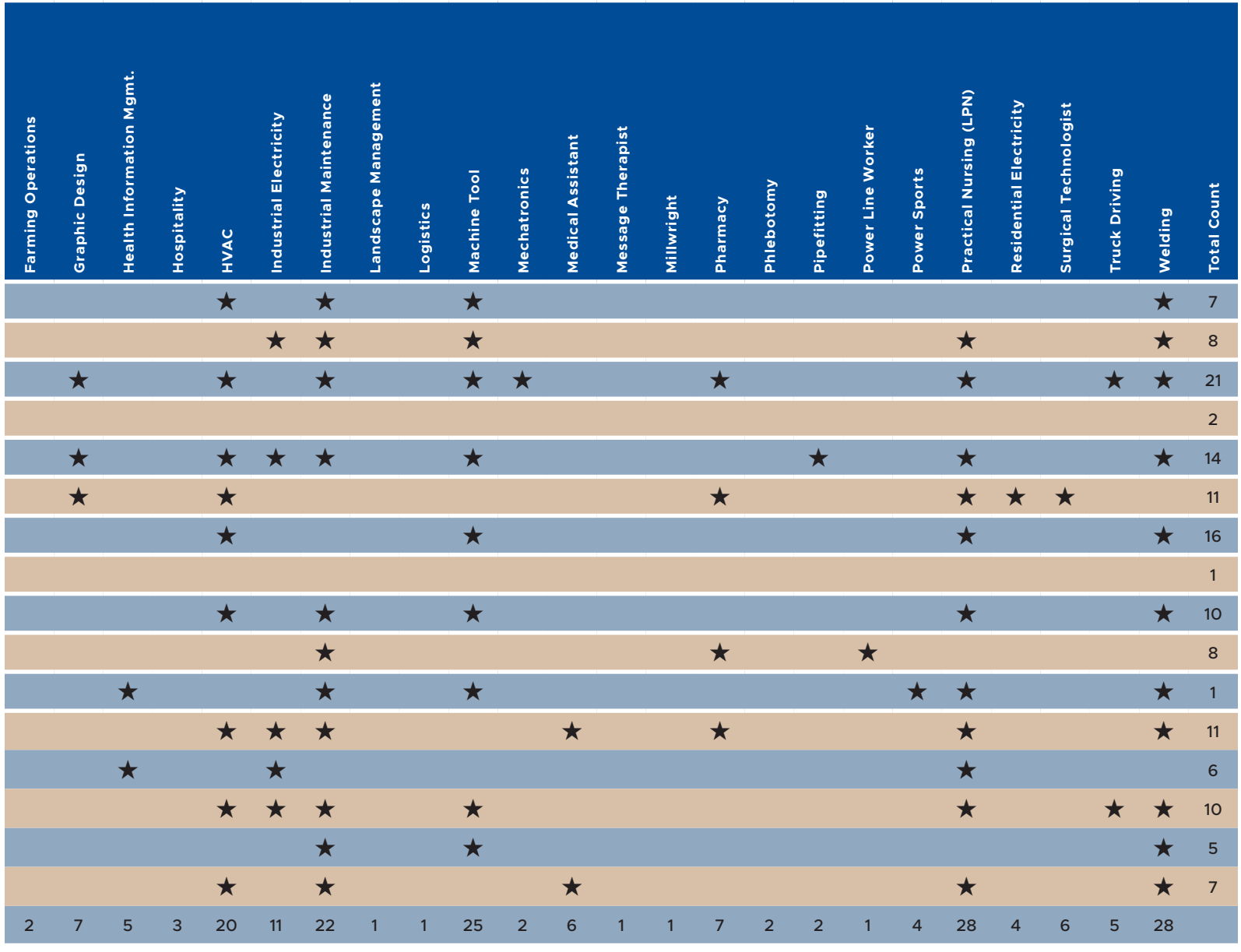
## EXISTING ACADEMIC PROGRAMS OFFERED BY SITE

| CAMPUS | Administrative Office Tech. | Advanced Manufacturing | Aesthetics | Animal Lab Assistant | Auto Body/Collision Repair | Automotive Technology | Aviation | Avionics | Barbering | Building Construction | CAD/Drafting | Central Sterile Processing | Certified Nursing Assistant | Computer Information Tech. | Cosmetology | Dental Assistant | Dental Lab Technician | Diesel Tech. | Dietary Manager | Early Childhood Education | EMT |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Athens | ★ | | | | ★ | ★ | | | | | | | | ★ | | | | | | | |
| Chattanooga | ★ | | ★ | | ★ | ★ | | | ★ | | | | | ★ | ★ | | | ★ | | | |
| Clarksville | ★ | | | | | ★ | | | | ★ | | | | ★ | ★ | | | ★ | | | |
| Covington | ★ | | | | | ★ | | | | | | | | ★ | | ★ | | | | | |
| Crossville | ★ | | | | ★ | ★ | | | | ★ | | | | ★ | ★ | | | ★ | | | |
| Crump | ★ | | | | ★ | | | | | | ★ | | | ★ | | | | | | | |
| Dickson | ★ | | | | | ★ | | | | | | | | ★ | ★ | ★ | | ★ | | | |
| Elizabethton | ★ | ★ | | | | ★ | | | | | | | | ★ | | | | ★ | ★ | | |
| Harriman | ★ | | | | | ★ | | | | | | | | | ★ | | | ★ | | | |
| Hartsville | ★ | | | | | ★ | | | | | | | | ★ | | | | | | | |
| Hawkins County | ★ | | | | | | | | | | | | | | | | | | | | |
| Hohenwald | ★ | ★ | ★ | | | ★ | | | | | ★ | | | | ★ | | | | | | |
| Huntsville | ★ | | | | | ★ | | | | | | | | ★ | ★ | | | | | | |
| Jacksboro | ★ | | | | | ★ | | | | ★ | | | | ★ | ★ | | | | | | |
| Jackson | ★ | | | | ★ | ★ | | | | | ★ | | | ★ | | | | | | | |
| Knoxville | ★ | | | | ★ | ★ | | | | | | | ★ | ★ | ★ | ★ | | ★ | | | |
| Lexington | ★ | | | | | | | | | | | | | ★ | | | | | | | |
| Livingston | ★ | | | | ★ | ★ | | | | ★ | | | | ★ | ★ | | | ★ | | | ★ |


Farming Operations
Graphic Design
Health Information Mgmt.
Hospitality
HVAC
Industrial Electricity
Industrial Maintenance
Landscape Management
Logistics
Machine Tool
Mechatronics
Medical Assistant
Message Therapist
Millwright
Pharmacy
Phlebotomy
Pipefitting
Power Line Worker
Power Sports
Practical Nursing (LPN)
Residential Electricity
Surgical Technologist
Truck Driving
Welding
Total Count
7
19
14
11
16
12
11
11
10
7
5
13
7
13
13
18
7
15

| CAMPUS | Administrative Office Tech. | Advanced Manufacturing | Aesthetics | Animal Lab Assistant | Auto Body/Collision Repair | Automotive Technology | Aviation | Avionics | Barbering | Building Construction | CAD/Drafting | Central Sterile Processing | Certified Nursing Assistant | Computer Information Tech. | Cosmetology | Dental Assistant | Dental Lab Technician | Diesel Tech. | Dietary Manager | Early Childhood Education | EMT |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| McKenzie | ★ | | | | | ★ | | | | | | | | ★ | | | | | | | |
| McMinnville | | | | | | ★ | | | | | | | | ★ | ★ | | | | | | |
| Memphis | ★ | | | ★ | ★ | ★ | | | ★ | ★ | ★ | | | ★ | ★ | ★ | ★ | ★ | | | |
| Memphis Airport | | | | | | | ★ | ★ | | | | | | | | | | | | | |
| Morristown | ★ | | | | ★ | ★ | | | | ★ | ★ | | | ★ | | | | | | | |
| Murfreesboro | ★ | | | | | | | | | | | ★ | | ★ | ★ | ★ | | | | | |
| Nashville | ★ | | ★ | | ★ | ★ | | | | ★ | ★ | | | ★ | ★ | ★ | ★ | ★ | | ★ | |
| Nashville Airport | | | | | | | ★ | | | | | | | | | | | | | | |
| Newbern | | | | | | ★ | | | | | ★ | | | ★ | ★ | | | ★ | | | |
| Oneida | | | | | ★ | | | | | ★ | | | ★ | | | | | ★ | | | ★ |
| Paris | ★ | | | | ★ | | | | | ★ | | | | ★ | ★ | | | | | | |
| Pulaski | ★ | ★ | | | | | | | | ★ | | | | ★ | | | | | | | |
| Ripley | | ★ | | | | | | | | | | | | ★ | ★ | | | | | | |
| Shelbyville | ★ | | | | | ★ | | | | | ★ | | | | | | | | | | |
| Smyrna | | | | | ★ | ★ | | | | | | | | | | | | | | | |
| Whiteville | | | | | | ★ | | | | | | | | ★ | | | | | | | |
| **Total Count** | 26 | 4 | 3 | 1 | 13 | 24 | 2 | 1 | 2 | 10 | 8 | 1 | 2 | 26 | 17 | 6 | 2 | 12 | 1 | 1 | 2 |

*Some programs are grouped under common names here, but have unique names or curricula on some campuses—specific program names and enrollments are shown within the following chapters*


Farming Operations
Graphic Design
Health Information Mgmt.
Hospitality
HVAC
Industrial Electricity
Industrial Maintenance
Landscape Management
Logistics
Machine Tool
Mechatronics
Medical Assistant
Message Therapist
Millwright
Pharmacy
Phlebotomy
Pipefitting
Power Line Worker
Power Sports
Practical Nursing (LPN)
Residential Electricity
Surgical Technologist
Truck Driving
Welding
Total Count
7
8
21
2
14
11
16
1
10
8
1
11
6
10
5
7
2 7 5 3 20 11 22 1 1 25 2 6 1 1 7 2 2 1 4 28 4 6 5 28

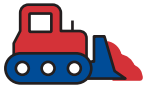
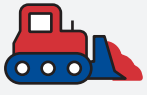
## SUMMARY OF RECOMMENDATIONS

The chapters in this plan detail the specific needs of and recommendations for improvements at each campus. The table below summarizes the primary recommendations for each campus. Campuses are classified as high need based on the poor condition of their facilities (based on the PFIS and site observations) and their need for additional space based on the THEC Space Guidelines. Where new buildings are recommended, they may be provided either on site or at new sites. Additional long-term recommendations beyond the 10-year time frame of this plan are shown in some chapters. As additional funding becomes available, all aging facilities should be considered for partial or total replacement.

Recommended improvements on each campus were developed based on regional economic conditions (both quantitative and qualitative), proposed in-demand programs and their space needs, and facility replacement needs. The goal of all recommendations is to increase enrollment and access, promote workforce development, and provide space for potential students currently on wait lists.

| CAMPUS | DEMOLISH BUILDING | NEW BUILDING | NEW ADDITION | HIGH NEED CAMPUS | NOTES |
|---|---|---|---|---|---|
| ATHENS | |  | | | TCAT Initiative Project |
| CHATTANOOGA |  |  | | | TCAT Initiative Project |
| CLARKSVILLE |  |  | | | TCAT Initiative Project |
| COVINGTON |  |  | |  | TCAT Initiative Project |
| CROSSVILLE |  |  | | | TCAT Initiative Project<br>Truck driving site only) |
| CRUMP |  |  |  | | TCAT Initiative Project |
| DICKSON |  |  | | | TCAT Initiative Project |

| CAMPUS | DEMOLISH BUILDING | NEW BUILDING | NEW ADDITION | HIGH NEED CAMPUS | NOTES |
|---|---|---|---|---|---|
| ELIZABETHTON |  | | | | Proposed demolition is on Boones Creek campus<br>TCAT Initiative Project |
| HARRIMAN | |  | | | Relocate all facilities to new buildings by Roane State campus<br>TCAT Initiative Project |
| HARTSVILLE | |  |  | | TCAT Initiative Project |
| HAWKINS COUNTY | | | | | |
| HOHENWALD | | |  | | TCAT Initiative Project |
| HUNTSVILLE | | | | | |
| JACKSBORO |  |  | | | TCAT Initiative Project |
| JACKSON | |  | | | TCAT Initiative Project |
| KNOXVILLE |  |  | |  | New buildings on site, in West Knoxville (Roane State), and on Knoxville College campus<br>TCAT Initiative Project |
| LEXINGTON |  |  | |  | Replace all facilities on same site<br>TCAT Initiative Project |

| CAMPUS | DEMOLISH BUILDING | NEW BUILDING | NEW ADDITION | HIGH NEED CAMPUS | NOTES |
|---|---|---|---|---|---|
| LIVINGSTON | |  |  | | TCAT Initiative Project |
| MCKENZIE |  |  | |  | TCAT Initiative Project |
| MCMINNVILLE |  |  | |  | Replace all facilities on same site<br>TCAT Initiative Project |
| MEMPHIS |  |  | |  | Replace Education Building Tower building and construct an additional new building<br>TCAT Initiative Project |
| MEMPHIS AIRPORT | | | | | |
| MORRISTOWN | | | | | |
| MURFREESBORO | | | | | |
| NASHVILLE |  |  | |  | TCAT Initiative Project |
| NASHVILLE AIRPORT |  |  | |  | Replace all facilities on same site<br>TCAT Initiative Project |
| NEWBERN | |  |  | | TCAT Initiative Project |

| CAMPUS | DEMOLISH BUILDING | NEW BUILDING | NEW ADDITION | HIGH NEED CAMPUS | NOTES |
|---|---|---|---|---|---|
| ONEIDA |  |  | |  | TCAT Initiative Project |
| PARIS | |  | |  | Relocate all facilities to new site |
| PULASKI | |  |  |  | TCAT Initiative Project |
| RIPLEY | |  | | | TCAT Initiative Project |
| SHELBYVILLE | |  | |  | Relocate all facilities to new site<br>TCAT Initiative Project |
| SMYRNA | | |  | | |
| WHITEVILLE | | | | | |

## RECOMMENDED NEW CAMPUSES

The following sites have been identified for new state-owned TCAT sites or campuses. Many other campuses have recommendations for adjacent land acquisition, as shown in the following chapters, or for new sites at leased sites or local high schools.

These locations in particular will help provide access in underserved rural regions, allow better partnerships with community colleges, provide modern facilities where those on an existing campus are inadequate, and allow for a more permanent presence in these communities.

The locations are consistent with the TN Higher Education Demand and Need Maps. These combine data on educational attainment, population growth, access to higher education, poverty levels, K-12 graduates, and other factors to estimate the need and demand for higher education investment in each census tract.

| LOCATION | INSTITUTION | NOTES |
|---|---|---|
| Bledsoe County | TCAT Crossville | |
| Blue Oval City | TCAT Jackson | TCAT Initiative Project |
| Brownsville | TCAT Jackson | Acquiring leased facility |
| Boones Creek | TCAT Elizabethton | |
| Carter County | TCAT Elizabethton | Adjacent to Main Campus, now leased by Northeast State |
| Chattanooga | TCAT Chattanooga | New Transportation Campus |
| Coffee County | TCAT McMinnville | TCAT Initiative Project |
| Fentress County | TCAT Oneida/Huntsville | |
| Polk County | TCAT Athens | |
| Rhea County | TCAT Chattanooga | |
| Union County | TCAT Knoxville | |
| West Knoxville | TCAT Knoxville | Partnership with Roane State |

## RECOMMENDED STATEWIDE IMPROVEMENTS

A number of improvements should be made statewide to enhance the modern appearance and curb appeal of TCAT campuses. One of these is to establish consistent statewide signage design, perhaps with elements that vary by region. Signage should present a contemporary, technical, collegiate feel and be consistent with the TCAT brand. Improvements to the courtyards that exist at many TCATs could include simple, affordable furniture, landscaping, and art that would create a gathering place for students or outdoor teaching, and provide a fresh first impression for visitors.

### POTENTIAL COURTYARD IMPROVEMENTS



### SIGNAGE INSPIRATION




*image courtesy RSM Design*

## PROPOSED ARCHITECTURAL VISION

A number of architectural improvements could help improve TCAT campuses in instances where new buildings are not provided, or before they are able to be constructed. This could include painting brick facades and planting trees, creating covered entrances, or constructing welcome centers to create an improved first impression for new students, with a front desk, info screens, and computers to complete application and financial aid paperwork. Multipurpose rooms could be constructed to provide an immediate improvement to the front facade, while also providing space for graduations, community meetings, and industry training. This same massing and architectural style could be applied to new TCAT buildings.














# TCAT ATHENS
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
ATHENS

1635 Technology Way | Athens, TN 37303 | tcatathens.edu

# ATHENS
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**144**

DOWN FROM
**146** in **2012-13**

BUILDINGS: 1964, 1974

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**59,000**

Gross sq. ft.

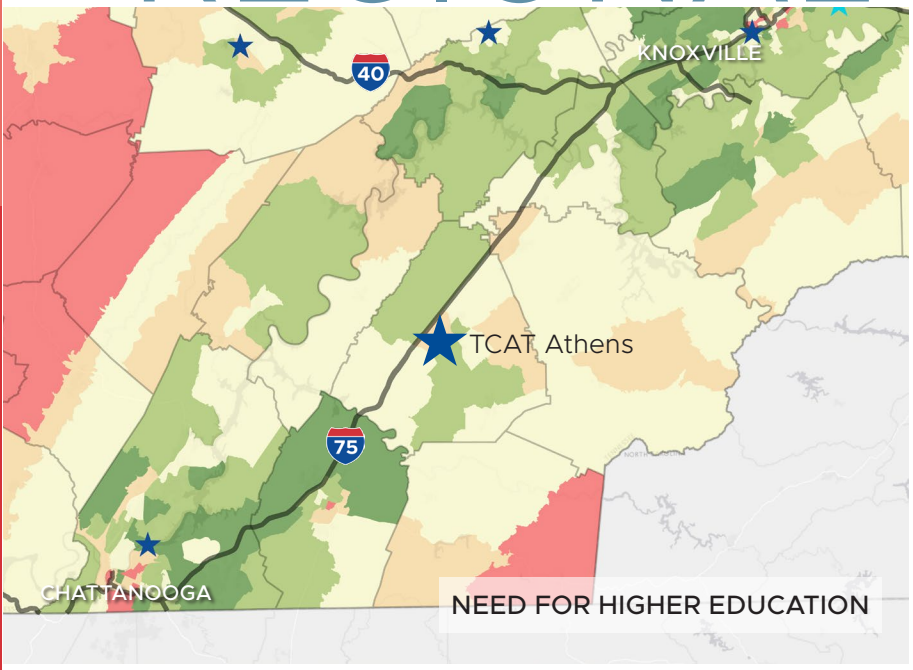


## LEADERSHIP VISION

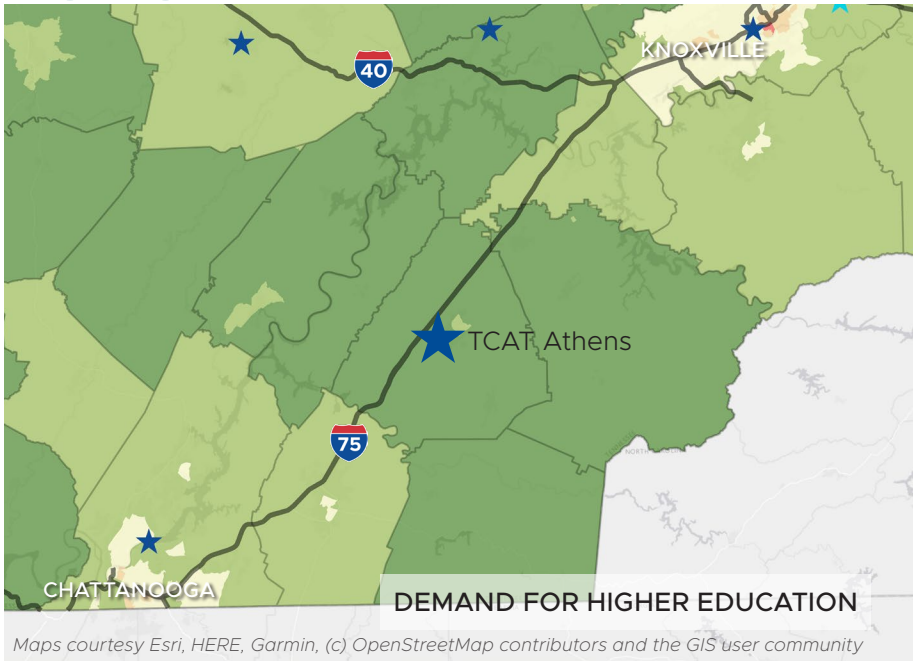
**Stewart Smith, President**

The vision of TCAT Athens is to enhance the quality of life for the individual citizen, family, and the local community at large by providing easy access to lifelong education and training for all private adult citizens and corporate citizens within our service delivery area. We will continue to work with business and industry to develop customized training programs to meet the training needs of their employees. The development of a quality workforce will assure Tennessee's economic competitiveness in the global marketplace.

# REGIONAL CONTEXT




NEED FOR HIGHER EDUCATION




DEMAND FOR HIGHER EDUCATION

*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Athens's Main Campus is located near I-75 and within an hour's drive of several areas of higher education need. The campus is also located in an area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Next generation of workers needs a higher skill set, especially in automation

» Significant needs for workers in the medical field, hospitality, and manufacturing, especially auto parts

» Job market is so strong that workers are hired right out of high school

» Challenge of finding workers with adequate soft skills

» A lot of students come from the high school immediately next to campus

# FACILITY CONTEXT







## FACILITY CONDITION

TCAT Athens's existing facilities are in subpar condition. Most buildings are more than 50 years old, and many spaces have not been renovated and are inadequate for their intended purposes.

Most shop spaces for technical programs had significant deficiencies and facilities issues.

## RECENT IMPROVEMENTS

Many recommendations of the previous Master Plan have been implemented, including several recommended building additions.

The McMinn Higher Education Center was also constructed since the previous Master Plan. This leased site offers a Mechatronics program and industry training.

Since the last Master Plan, the Electronics Technology, Industrial Electricity, Industrial Maintenance, and Pharmacy programs were discontinued.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Advanced Manufacturing

» Building Construction

» Cosmetology

» Culinary

» Diesel Mechanic

» Lab Technician

» Medical Records Tech

» Physician Assistant

» Residential Electricity/Plumbing

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| HVAC upgrades | 2019 |
| Nursing, Ind. Maint., Machine Tool additions | 2019 |
| Welding expansion | 2019 |
| Minor interior renovations | varied |

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

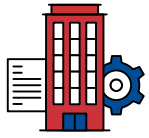
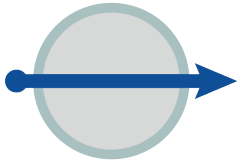
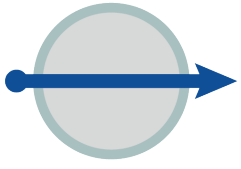
» Student commons space is currently too small and there is no existing industry training space

» Existing academic storage space is inadequate

» The amount of other types of spaces is adequate, but some are of poor quality

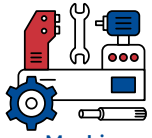
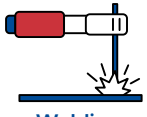


# PROGRAM ASSESSMENTS

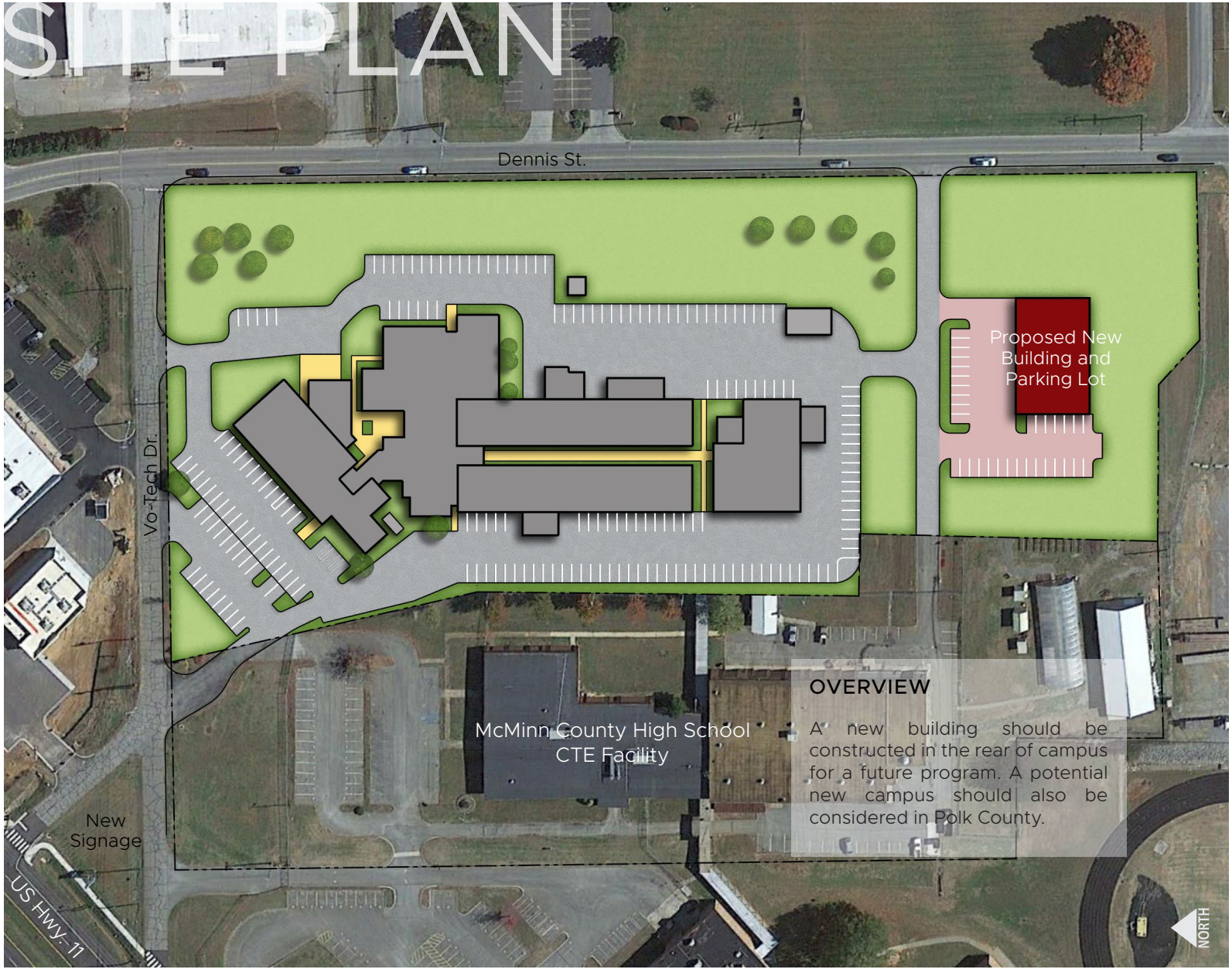
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Administrative Office Technology | 13 |  |  |  |
|  Auto Body/ Collision Repair | 14 |  |  |  |
|  Automotive Technology | 18 |  |  |  |
|  Computer Electronics | 16 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Machine Tool | 16 |  |   |   |
|  Practical Nursing (LPN) | 35 |  |   |   |
|  Welding | 15 |  |   |   |

# SITE PLAN




## OVERVIEW

A new building should be constructed in the rear of campus for a future program. A potential new campus should also be considered in Polk County.

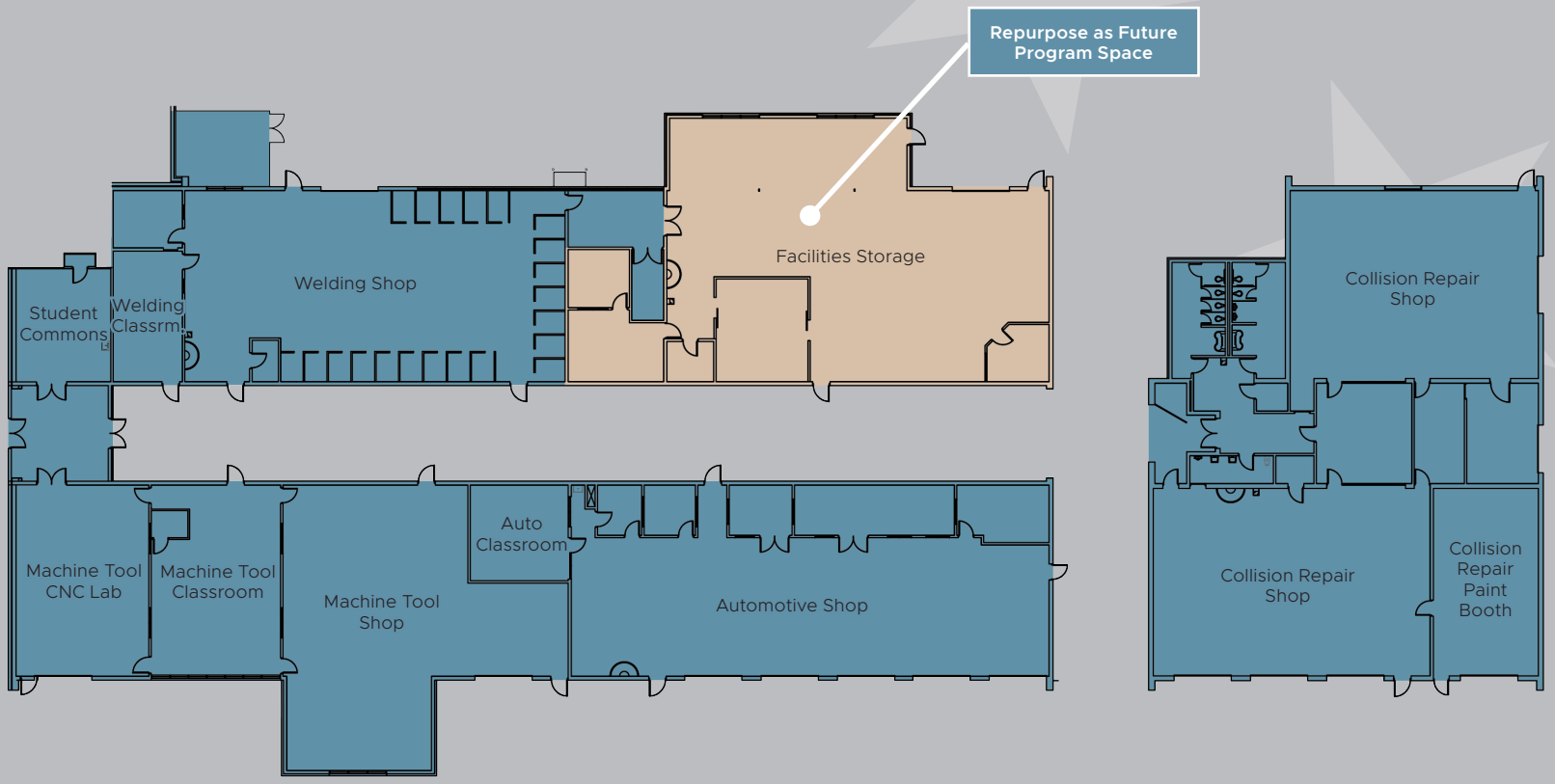
# FLOOR PLANS


Pharmacy Lab
AOT Lab
Repurpose as Cosmetology Lab & Classroom
AOT Classroom
Computer Electronics Classroom
Computer Electronics Lab
LPN Lab
LPN Classroom
LPN Lab
Multipurpose Room
LPN Classroom
Employee Break Rm.
Tech. Foundations/ Testing
CNA Classroom
Facilities Storage
Conf. Rm.
Main Lobby
Boiler Room
Admin. Offices
Admin. Offices

# FLOOR PLANS

## RECOMMENDATIONS

The existing tan colored space below is partially vacant and partially used for general storage. It should be repurposed for program space.






# TCAT CHATTANOOGA
# MAIN CAMPUS

CHATTANOOGA STATE COMMUNITY COLLEGE

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY CHATTANOOGA

4501 Amnicola Highway | Chattanooga, TN 37406 | chattanoogastate.edu/tcat

# CHATTANOOGA
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**439**

DOWN FROM
**464** in **2012-13**

BUILDINGS: 1969, 1996, 2019

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**115,000**

Gross sq. ft.



## LEADERSHIP VISION

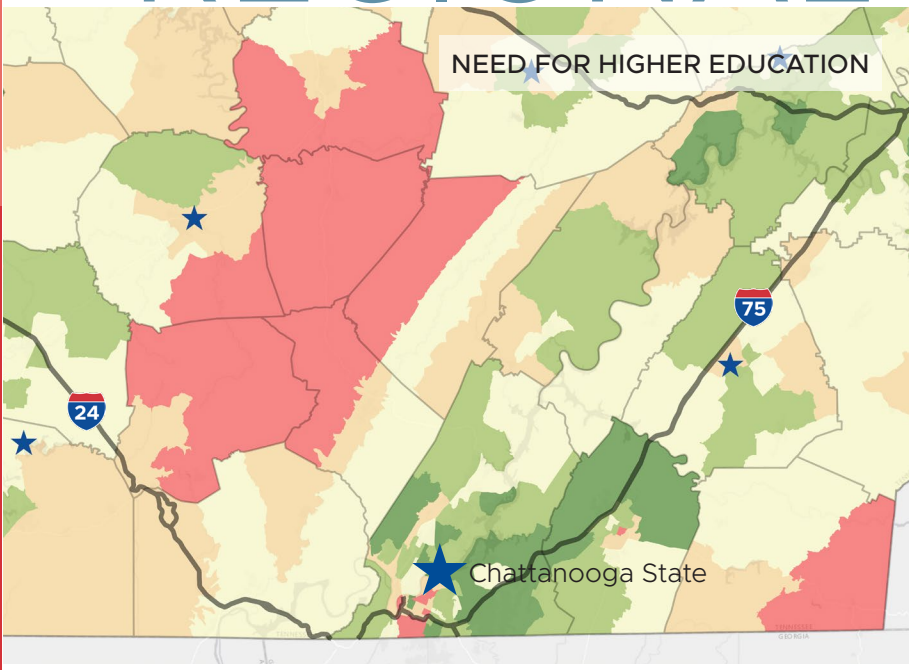
**Dr. Jim Barrott, Executive Vice President for Technical College**

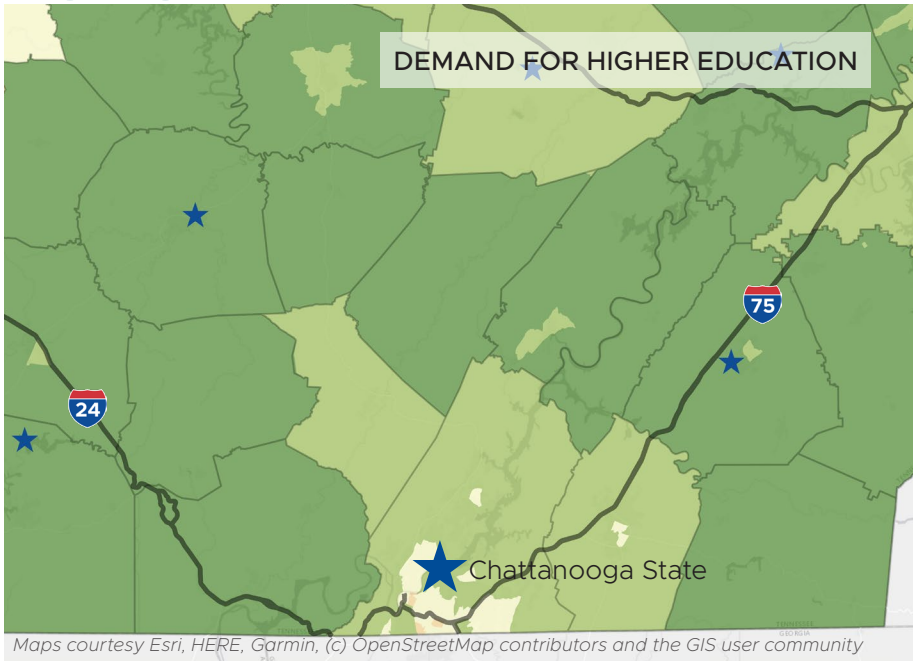
**Our Purpose.** We support and empower everyone in our community to learn without limits.

**Our Values.** We cultivate an inclusive environment. We care about the well-being of each other. We instill trust through integrity and transparency. We encourage fearless innovation and resilience. We collaborate to build a better future.

**Our Mission.** We are Chattanooga State, a dedicated team that delivers accessible, innovative learning opportunities that surpass expectations. Together, we enrich the lives of students and their families; develop a talented workforce; and partner with our community to lead boldly into the future.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Chattanooga's Main Campus is located within a short drive or bus ride of a patchwork of areas of need and demand for higher education. In some areas, the number of residents will drive enrollment growth. In others, it is low educational attainment or other demographic needs.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Huge demand in the freight and logistics industry

» Significant demand for engine techs

» Many workers are retiring

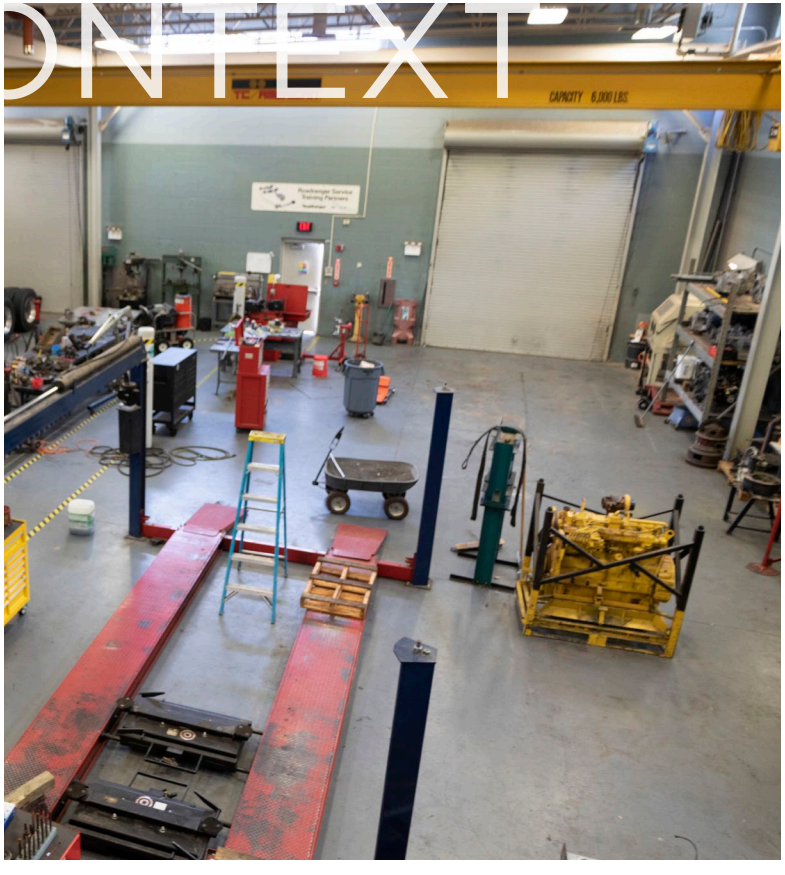
» The local economy and housing market are booming and there are plenty of jobs

» Volkswagen has large training center run by Chattanooga State

» Challenges finding instructors

# FACILITY CONTEXT




## FACILITY CONDITION

TCAT Chattanooga's existing facilities are in a mix of conditions, but overall are rated as subpar due to the majority of buildings being more than 40 years old, although a number of spaces have undergone renovations. Local leaders commented on the aging nature of the campus and how potential students are interested in facilities that are state of the art.

Campus leadership and instructors commented on a number of facilities and space issues that interfere with adequate teaching.

## RECENT IMPROVEMENTS

The Greenhouse was replaced as recommended in the previous Master Plan, and an addition was constructed for the Welding and Powersports programs as shown in the previous Master Plan. The new building proposed in the previous Master Plan has not yet been built.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Drone Technology

» Electric Vehicle Technology

» Heavy Equipment

» Major Appliance Repair

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified, although some of these could partially be met by existing Chattanooga State facilities.

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Electrical upgrades | 2016 |
| Greenhouse replacement | 2018 |
| Parking lot repaving | 2019 |
| Welding & Powersports addition | 2020 |
| Minor interior renovations | varied |

» There is currently no multipurpose meeting space or industry training space

» The amount of open computer lab space and student commons space is inadequate

» Faculty office space is too small

» Existing academic and general storage space is inadequate

» The amount of other types of spaces is adequate, but they are of poor quality

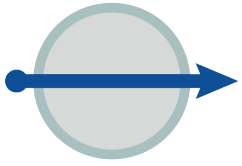
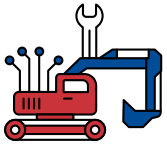
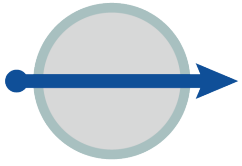


# PROGRAM ASSESSMENTS

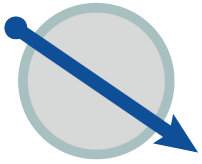
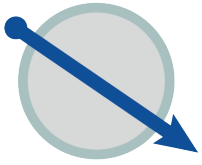
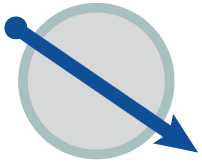
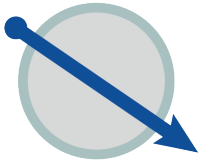
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Aesthetics | 10 | NEW PROGRAM | LOW MEDIUM HIGH | LOW MEDIUM HIGH |
| Administrative Office Technology | 9 | NEW PROGRAM | LOW MEDIUM HIGH | LOW MEDIUM HIGH |
| Automotive Technology | 24 | → | LOW MEDIUM HIGH | LOW MEDIUM HIGH |
| Auto Body/ Collision Repair | 17 | ↘ | LOW MEDIUM HIGH | LOW MEDIUM HIGH |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

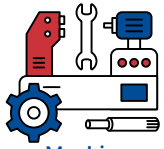
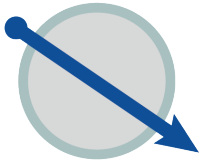
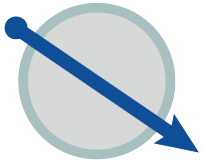
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Barbering | 12 | NEW PROGRAM | NOT AVAILABLE |  |
|  Computer Information Technology | 28 |  |  |  |
|  Cosmetology | 29 |  |  |  |
|  Diesel Equipment Technology | 16 |  |  |  |

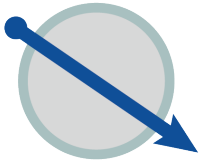
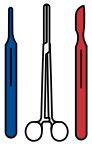
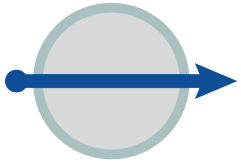
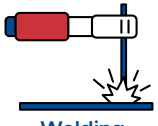
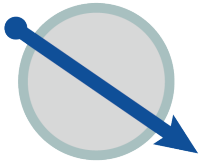
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| HVAC | 17 |  |  |  |
| Industrial Electricity | 21 |  |  |  |
| Industrial Maintenance | 16 |  |  |  |
| Landscape Management | 4 |  | NOT AVAILABLE |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Machine Tool | 9 |  |  |  |
|  Medical Assistant | 9 | NEW PROGRAM |  |  |
|  Message Therapist | 6 | NEW PROGRAM |  |  |
|  Powersports Technology | 10 |  |  |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Practical Nursing (LPN) | 40 |  |   |   |
|  Surgical Technology | 18 |  |   |   |
|  Welding | 21 |  |   |   |



# SITE PLAN

## OVERVIEW

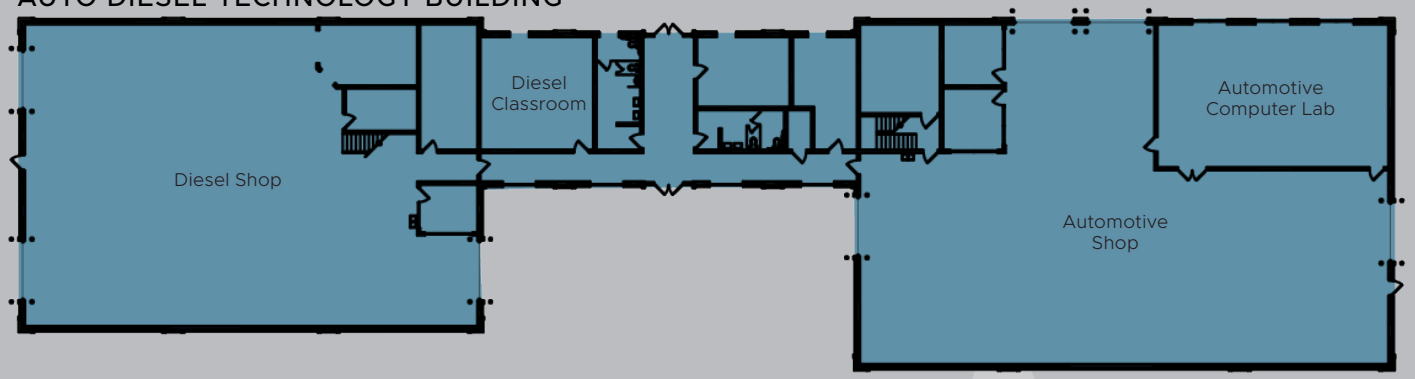
A new building should be constructed in Phase 1 to house the following programs: Industrial Maintenance, Industrial Electricity, CIT, Medical Assistant, AOT, and Manufacturing Automation (proposed). The building will also house administrative offices and a math/reading center.

The proposed Phase 2 building would contain all remaining academic programs currently in Building 1. After it opens, Building 1 should be demolished for additional parking. In the interim, parking may need to be shared with the rest of the Chattanooga State campus.



# FLOOR PLANS

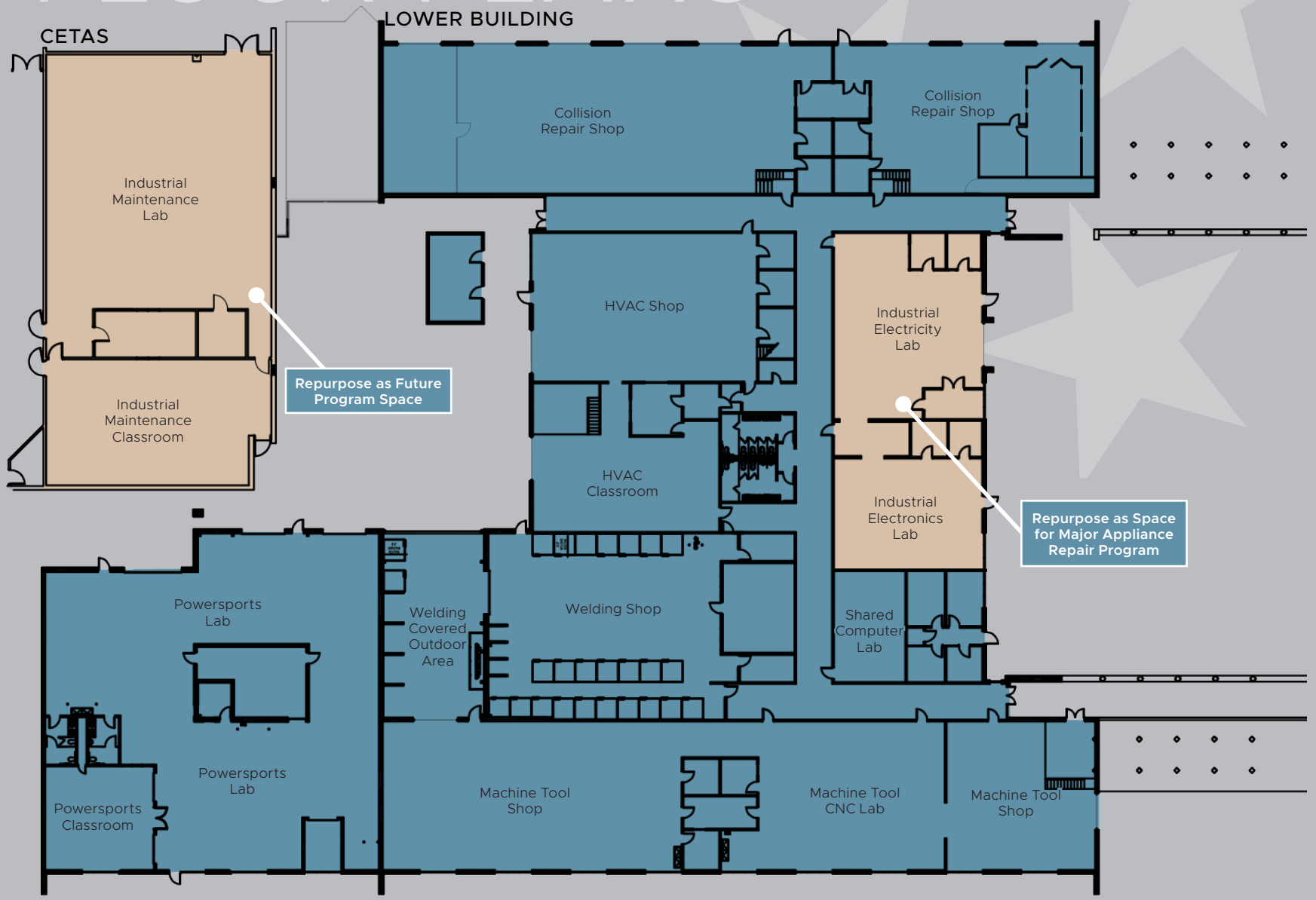
## AUTO DIESEL TECHNOLOGY BUILDING



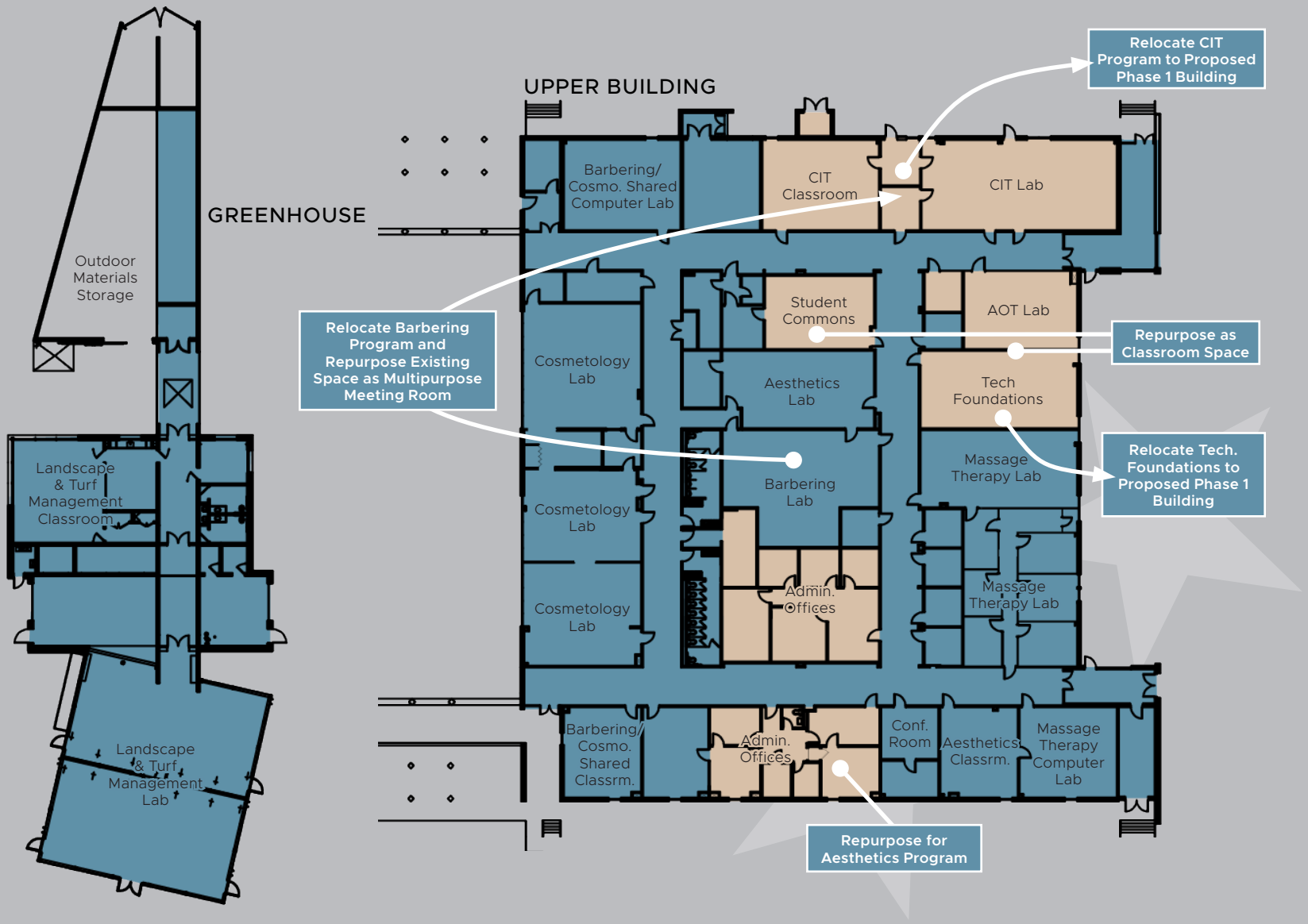

## HEALTH SCIENCE CENTER



# FLOOR PLANS


CETAS
LOWER BUILDING
Industrial Maintenance Lab
Industrial Maintenance Classroom
Repurpose as Future Program Space
Collision Repair Shop
Collision Repair Shop
HVAC Shop
HVAC Classroom
Industrial Electricity Lab
Industrial Electronics Lab
Repurpose as Space for Major Appliance Repair Program
Shared Computer Lab
Welding Covered Outdoor Area
Welding Shop
Powersports Lab
Powersports Lab
Powersports Classroom
Machine Tool Shop
Machine Tool CNC Lab
Machine Tool Shop

# FLOOR PLANS


GREENHOUSE
Outdoor Materials Storage
Landscape & Turf Management Classroom
Landscape & Turf Management Lab
UPPER BUILDING
Barbering/ Cosmo. Shared Computer Lab
CIT Classroom
CIT Lab
Student Commons
AOT Lab
Cosmetology Lab
Aesthetics Lab
Tech Foundations
Barbering Lab
Massage Therapy Lab
Cosmetology Lab
Admin. Offices
Massage Therapy Lab
Cosmetology Lab
Barbering/ Cosmo. Shared Classrm.
Admin. Offices
Conf. Room
Aesthetics Classrm.
Massage Therapy Computer Lab
Relocate CIT Program to Proposed Phase 1 Building
Relocate Barbering Program and Repurpose Existing Space as Multipurpose Meeting Room
Repurpose as Classroom Space
Relocate Tech. Foundations to Proposed Phase 1 Building
Repurpose for Aesthetics Program

# LAND ACQUISITION




The land shown here is recommended for acquisition in Soddy-Daisy for the purpose of creating a new campus for Truck Driving and Diesel Technology programs. No land acquisition is proposed adjacent to the existing Main Campus.



# TCAT DICKSON
# CLARKSVILLE CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
DICKSON

135 International Boulevard | Clarksville, TN 37040 | tcatdickson.edu

# CLARKSVILLE
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**262**

UP FROM
**111** in **2012-13**

BUILDINGS: 1992, 1995, 2013

PHYSICAL CONDITION

**ADEQUATE**

PHYSICAL SPACE

**83,000**

Gross sq. ft.



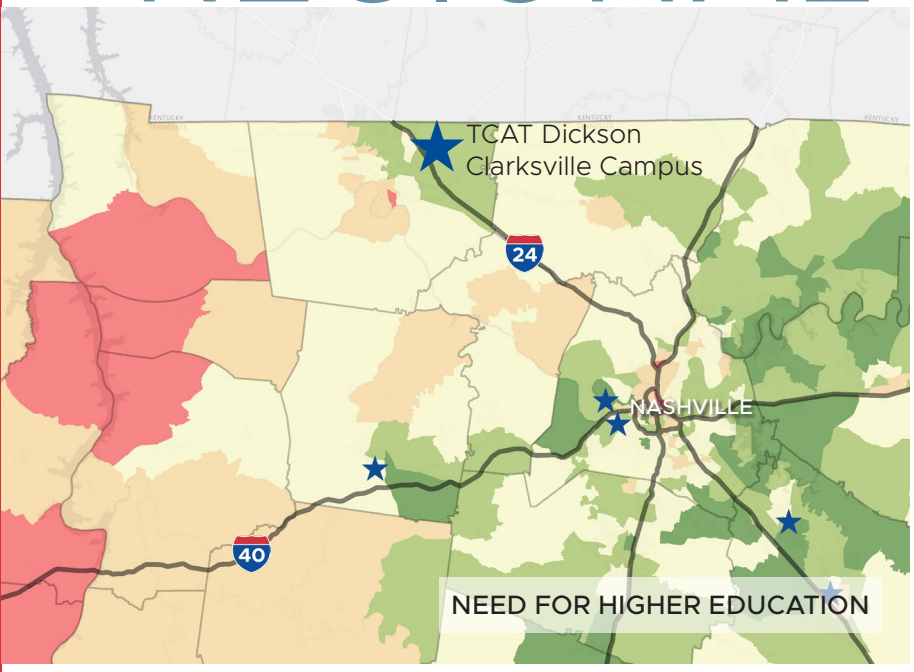
## LEADERSHIP VISION

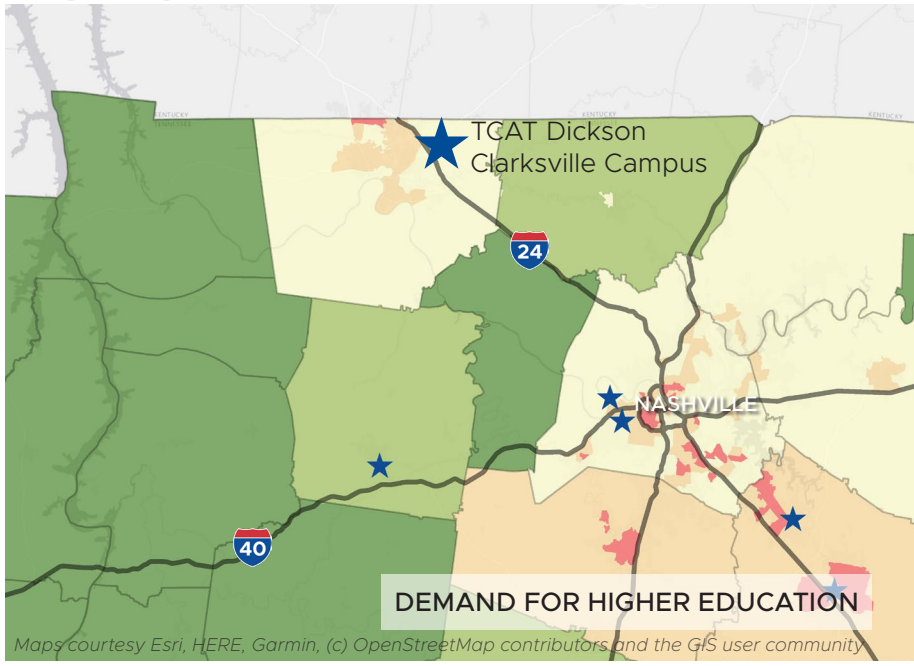
**Dr. Arrita Summers, President**

TCAT Dickson's Clarksville campus will grow proportionately to address emerging industries locating on the I-24 corridor, especially with an eye on advanced manufacturing.

The campus will also continue to grow its Early Technical College, with dual enrollment opportunities for the county school system.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Dickson's Clarksville Campus is located within a short drive of both areas of high need and high demand for higher education. Many of these areas are located in the City of Clarksville and near Fort Campbell. Some students come from Kentucky but data is not available across the state line.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- There is unprecedented growth in jobs and population near campus
- The regional economy is diverse
- Advanced manufacturing is growing and there are already great partnerships with local industry
- There is a huge need for more skilled workers

# FACILITY CONTEXT







## FACILITY CONDITION

The large newer building in Clarksville is in good condition, but the two original buildings from the 1990s are in subpar condition and significantly underutilized. The local school system teaches students in portable buildings behind the new campus building.

## RECENT IMPROVEMENTS

No major improvements have occured since the previous Master Plan due to the newness of the new building, which has significantly increased visibility and improved partnerships with local employers.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Electric vehicle technology

» Injection molding

» Logistics

» Truck driving

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is no multipurpose meeting space

» There is no existing industry training space

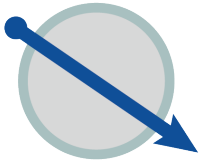
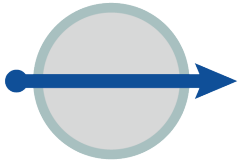
» Existing academic and general storage space is inadequate

» There is a need for additional faculty office space

» The amount of other types of spaces is adequate

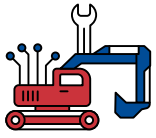


# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 3 |  |  |  |
| Automotive Technology | 19 |  | NOT AVAILABLE |  |
| Building Construction Technology | 20 | NEW PROGRAM | NOT AVAILABLE |  |
| Computer Information Technology | 16 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

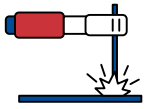
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Cosmetology | 30 |  |  |  |
|  Diesel Equipment Technology | 21 | NEW PROGRAM |  |  |
|  Graphic Design | 7 | NEW PROGRAM |  |  |
|  HVAC | 30 |  |  |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Industrial Maintenance | 21 | | MEDIUM (LOW / HIGH) | MEDIUM (LOW / HIGH) |
| Machine Tool Technology | 10 | | MEDIUM (LOW / HIGH) | MEDIUM (LOW / HIGH) |
| Mechatronics | 17 | | MEDIUM (LOW / HIGH) | MEDIUM (LOW / HIGH) |
| Pharmacy Technician | 10 | NEW PROGRAM | MEDIUM (LOW / HIGH) | MEDIUM (LOW / HIGH) |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Practical Nursing (LPN) | 31 |  |   |   |
|  Welding Technology | 16 | NEW PROGRAM |   |   |

# SITE PLAN




## OVERVIEW

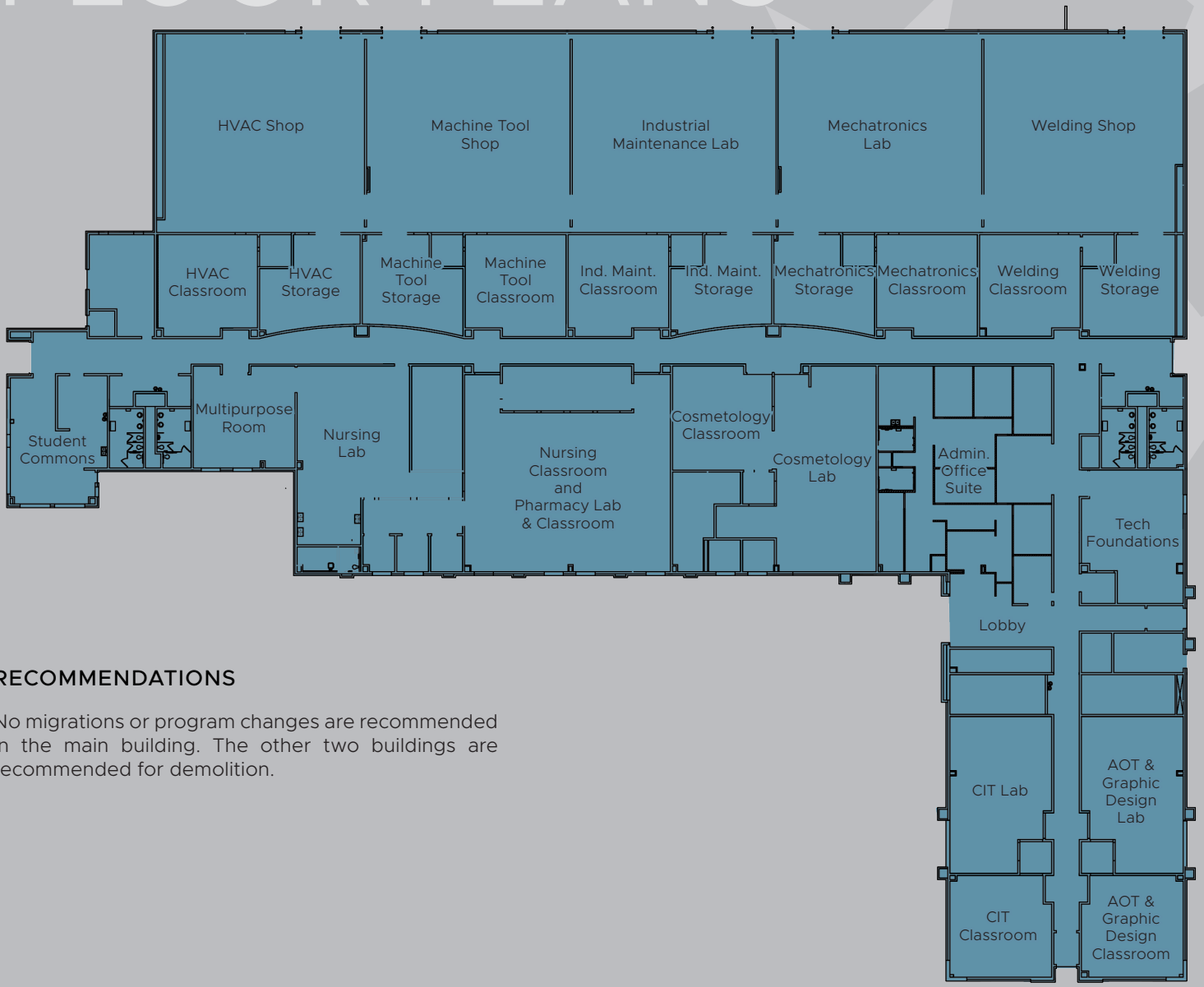
A new Transportation Building should be constructed to house the Diesel and Automotive (including Hybrid/Electric Vehicles) programs, as well as a classroom for the proposed Truck Driving program. A Truck Driving area should be created on the existing concrete pad.

Once the new building is complete, the two existing original buildings should be demolished and replaced by parking. A site should also be reserved for a future building for Patient Care Technology and other future programs.

# LAND ACQUISITION



# FLOOR PLANS




## RECOMMENDATIONS

No migrations or program changes are recommended in the main building. The other two buildings are recommended for demolition.




# TCAT COVINGTON
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
NORTHWEST

1600 Highway 51 South | Covington, TN 38019 | tcatcovington.edu

# COVINGTON
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**191**

UP FROM
**129** in **2012-13**

BUILDINGS: 1966, 2019

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**57,000**

Gross sq. ft.



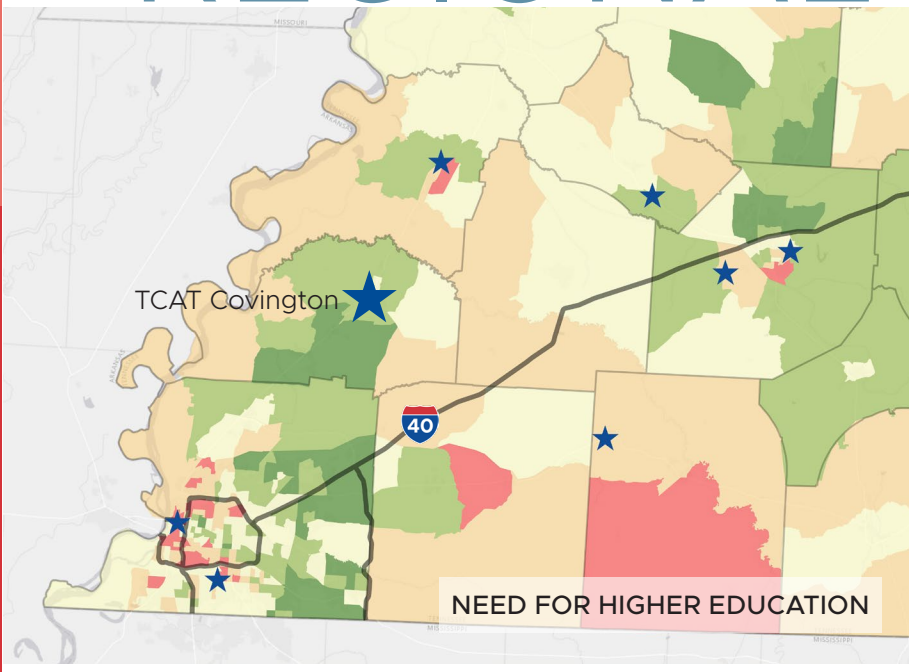
## LEADERSHIP VISION

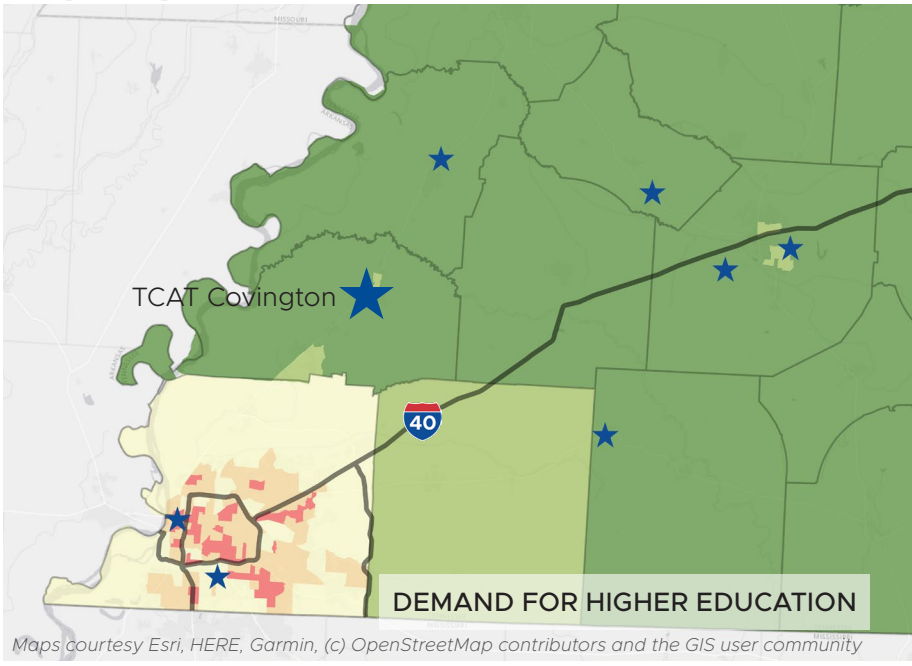
**Dr. Youlanda Jones, President**

TCAT Northwest is one of the state's premier providers of workforce development. The College's goal is to provide competency-based training through superior quality instruction methods that qualify completers for employment and job advancement. We contribute to the economic growth of the communities we serve by training and retraining a highly skilled workforce.

Our students are our top priority, and we continuously focus on access, student success, academic excellence, and workforce development. We take pride in building partnerships within our community and with area employers to meet their workforce demands.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Covington's Main Campus is located near several areas of moderately high need for higher education. The campus is also located in a large area of low and moderately low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» The Blue Oval City will have a huge impact on the regional economy

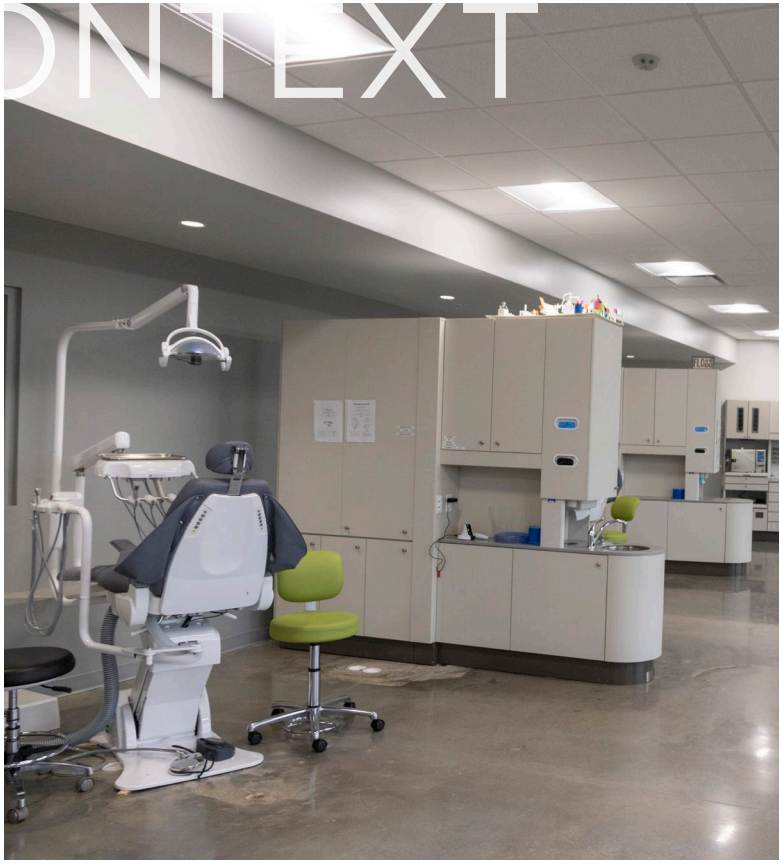
» Employers are really needing workers, especially in industrial and technical jobs, also healthcare

» Housing and construction boom

» Need for industrial (particularly medical device manufacturing), IT, and machinists

# FACILITY CONTEXT





## FACILITY CONDITION

The majority of TCAT Covington's existing facilities are in poor condition. Most buildings are more than 50 years old, and many spaces and inadequate for their intended purposes. Local leaders noted that the new building has made a big difference in terms of improving first impressions on tours. Instructors commented on a variety of space and facilities issues that make it difficult to teach in some spaces.

## RECENT IMPROVEMENTS

Since the previous Master Plan, an addition was constructed for the Industrial Maintenance program as shown in the plan. The migrations recommended in the previous plan have not occurred. The new Healthcare Building was not shown in the previous plan but has provided much needed modern space for the existing Nursing program and two new health programs.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended

the following academic programs be offered on this campus:

» Collision Repair

» Diesel Equipment Technology

» Healthcare program

» Industrial/EV Technician

» Logistics

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is no currently no industry training space

» Faculty office space is too small

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

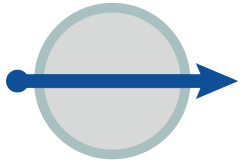
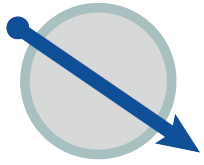
| PROJECT | COMPLETION DATE |
|---|---|
| Industrial Maintenance addition | 2016 |
| Entrance improvements | 2017 |
| Roof replacement (Admin. Building) | 2018 |
| New Healthcare Building and parking expansion | 2019 |
| HVAC upgrades | 2021 |
| Minor interior renovations | varied |

» Existing academic and general storage space is inadequate

» The amount of other types of spaces is adequate, but some are of poor quality

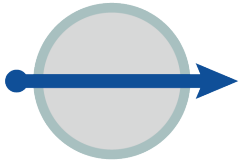


# PROGRAM ASSESSMENTS

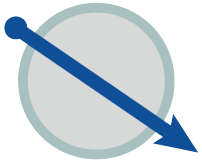
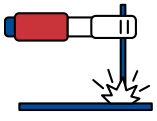
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 10 |  |  |  |
| Automotive Technology | 11 |  |  |  |
| Computer Information Technology | 21 |  |  |  |
| Dental Assistant | 14 | NEW PROGRAM |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

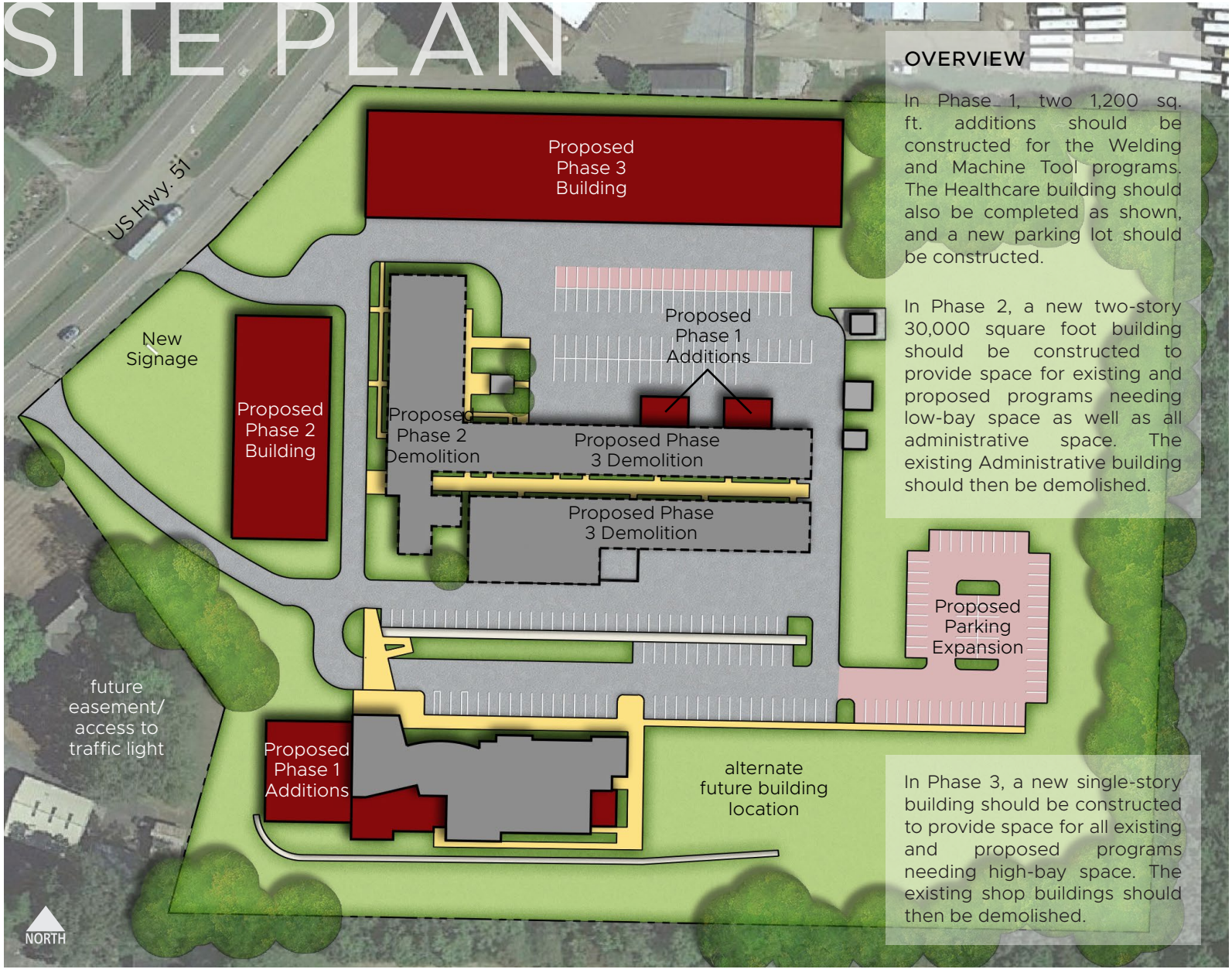
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Farming Operations | 11 | NEW PROGRAM | NOT AVAILABLE |  |
|  HVAC | 16 |  |  |  |
|  Industrial Maintenance | 19 |  |  |  |
|  Machine Tool Technology | 20 |  |  |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Pharmacy Technician | 10 | NEW PROGRAM |   |   |
|  Practical Nursing (LPN) | 18 |  |   |   |
|  Welding | 19 |  |   |   |



# SITE PLAN




## OVERVIEW

In Phase 1, two 1,200 sq. ft. additions should be constructed for the Welding and Machine Tool programs. The Healthcare building should also be completed as shown, and a new parking lot should be constructed.

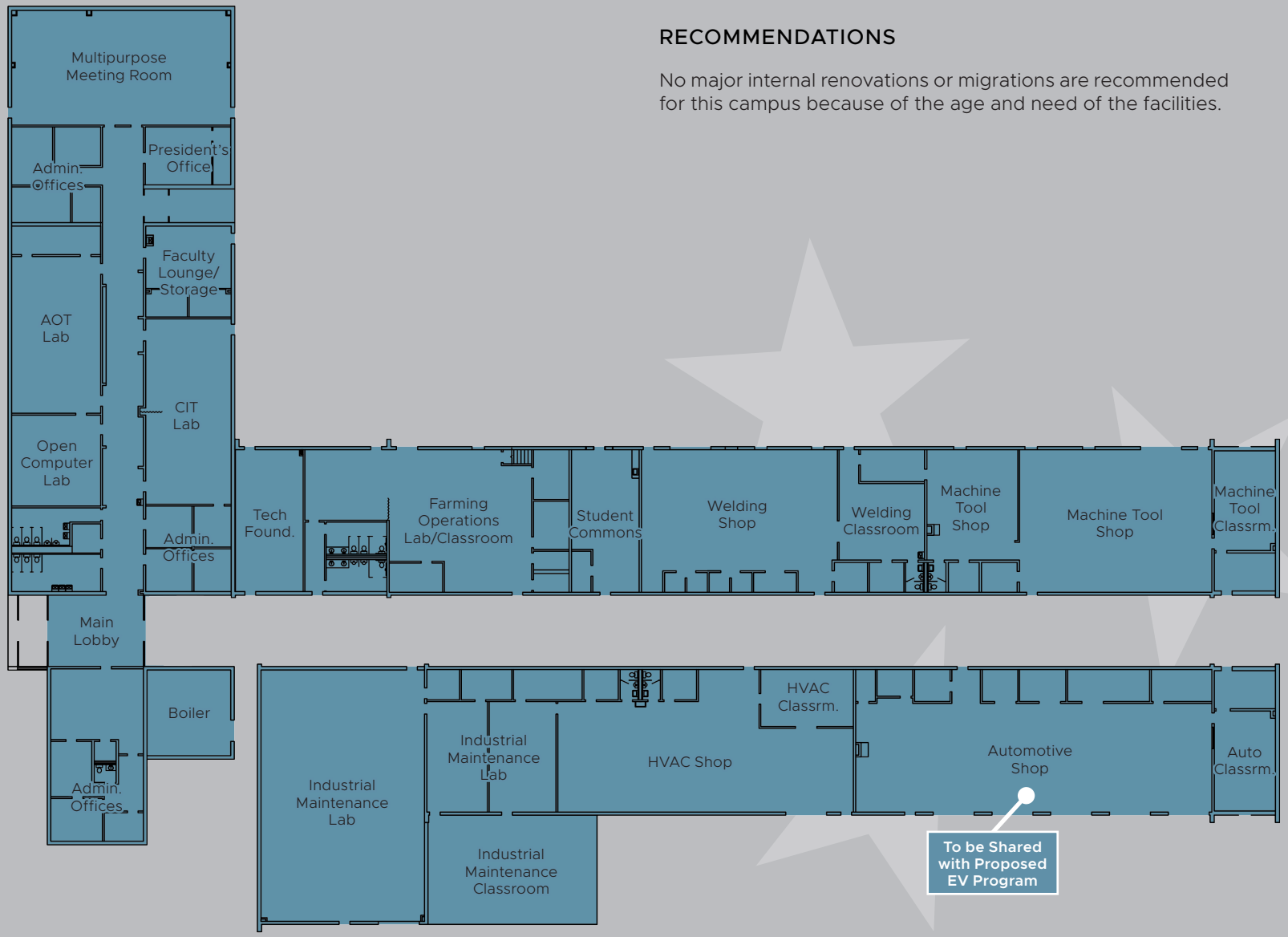
In Phase 2, a new two-story 30,000 square foot building should be constructed to provide space for existing and proposed programs needing low-bay space as well as all administrative space. The existing Administrative building should then be demolished.

In Phase 3, a new single-story building should be constructed to provide space for all existing and proposed programs needing high-bay space. The existing shop buildings should then be demolished.

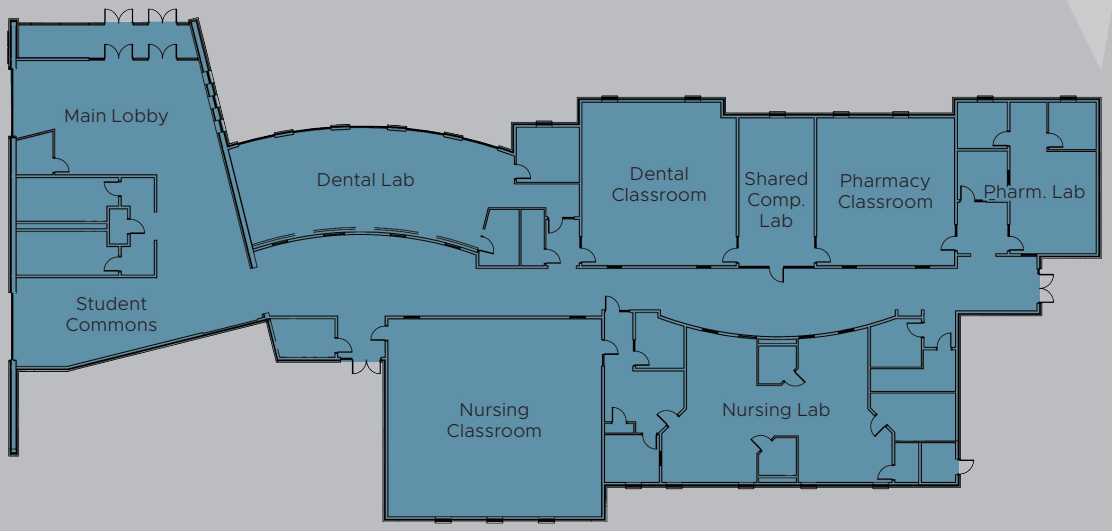
# FLOOR PLANS

## RECOMMENDATIONS

No major internal renovations or migrations are recommended for this campus because of the age and need of the facilities.



# FLOOR PLANS


Main Lobby
Dental Lab
Dental Classroom
Shared Comp. Lab
Pharmacy Classroom
Pharm. Lab
Student Commons
Nursing Classroom
Nursing Lab



# TCAT CROSSVILLE
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
CROSSVILLE

910 Miller Avenue | Crossville, TN 38555 | tcatcrossville.edu

# CROSSVILLE
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**298**

UP FROM
**214** in **2012-13**

BUILDINGS: 1960s-2020s

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**97,000**

Gross sq. ft.

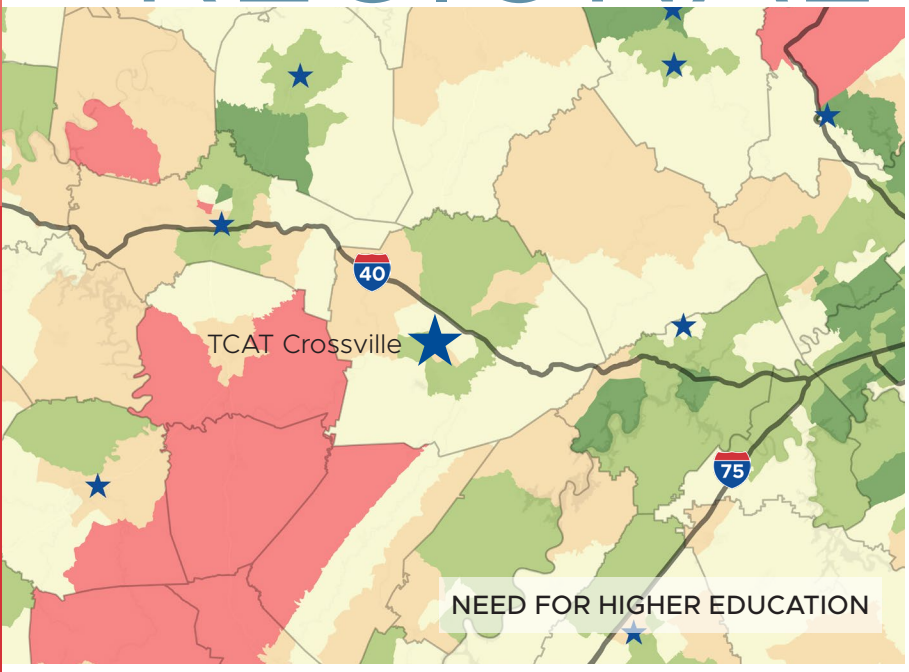


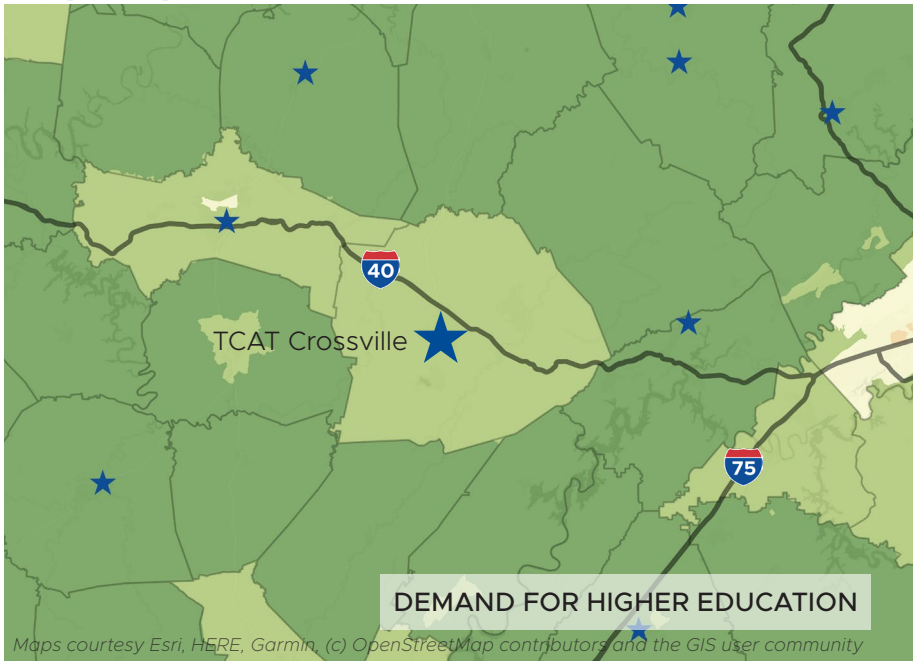
## LEADERSHIP VISION

**Clifford Wightman, President**

It is my goal at the TCAT Crossville to always maintain the best equipment, facilities, staff, and faculty to assure we are training in the most current methods, that will make our students successful in serving industry.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Crossville's Main Campus is located within a short drive of a large, multi-county area of higher education need. The campus is also located in a large area of moderately low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- Local industry is booming
- Growth in retiree population
- Wait lists for many programs
- A fairly large percentage of our students come form south and north of campus

# FACILITY CONTEXT





## FACILITY CONDITION

TCAT Crossville's newer facilities are in good condition, but many older spaces are in poor condition. The majority of buildings are 45-55 years old, and some spaces have not been renovated and are not adequate for their intended purposes. The hospitality program is expected to be discontinued soon.

## RECENT IMPROVEMENTS

Since the last Master Plan, several major projects have been completed, including the construction of an Automotive/Powersports building, an Industrial Maintenance/ Building Construction building, a parking expansion, and entrance improvements.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» CAD/Drafting

» Hybrid/Electric Vehicle Technology

» Massage Therapy

» Physical Therapy

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is currently no industry training space

» Existing non-academic/general storage space is inadequate

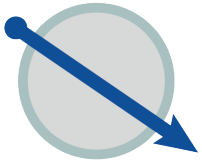
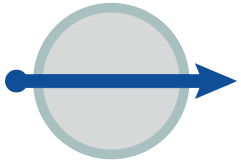
» The amount of other types of spaces is adequate, but some are of poor quality

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Chiller replacement | 2016 |
| HVAC and partial lighting upgrades | 2019 |
| Entrance improvements | 2019 |
| Roof replacement | 2019 |
| Parking lot expansion | 2019 |
| New Automotive/Powersports building | 2019 |
| New Ind. Maint./Bldg. Construction building | 2020 |
| Minor interior renovations | varied |

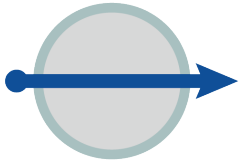
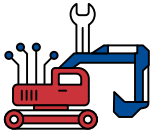


# PROGRAM ASSESSMENTS

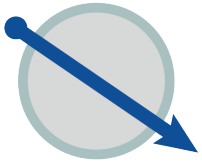
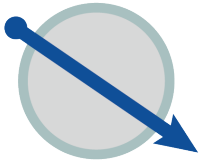
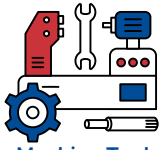
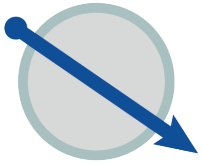
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 13 |  |  |  |
| Auto Body/ Collision Repair | 10 |  |  |  |
| Automotive Technology | 18 |  |  |  |
| Building Construction Technology | 17 |  | NOT AVAILABLE |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

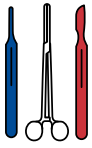
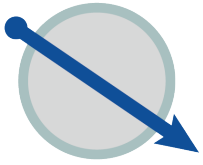
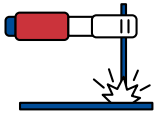
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Computer Information Technology | 17 |  |  |  |
|  Cosmetology | 21 | NEW PROGRAM |  |  |
|  Diesel Equipment Technology | 15 | NEW PROGRAM |  |  |
|  Hospitality | 2 | NEW PROGRAM | NOT AVAILABLE |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  HVAC | 13 |  |  |  |
|  Industrial Maintenance | 19 |  |  |  |
|  Machine Tool Technology | 13 |  |  |  |
|  Power Sports | 10 | NEW PROGRAM | NOT AVAILABLE |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Practical Nursing (LPN) | 65 |  |   |   |
|  Surgical Technology | 8 |  |   |   |
|  Truck Driving | 8 | NEW PROGRAM |   |   |
|  Welding | 23 |  |   |   |

# SITE PLAN




## OVERVIEW

The facade of the existing multipurpose meeting room and the existing administration building should be improved to provide better visibility and first impressions for visitors.

A future building should be constructed on the south end of campus, along with two parking lots as shown. Ultimately, the two historic shop buildings should be demolished and replaced by a new shop building.

# LAND ACQUISITION




The land shown above is recommended for acquisition for the purpose of creating a new site for the Truck Driving and Diesel Technology programs. This site should include a paved driving pad and a building with a Truck Driving classroom, Diesel Technology shop and classroom, instructor offices, and a restroom. No land acquisition is proposed adjacent to the existing Main Campus, which is a ten-minute drive from this site.

# LAND ACQUISITION



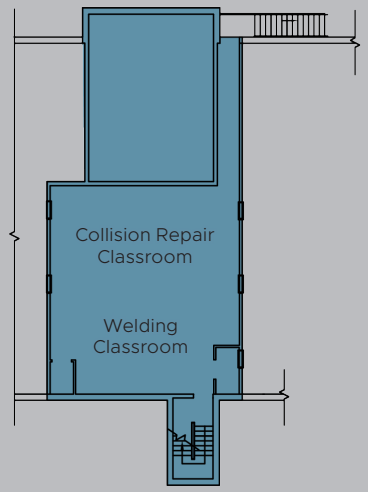

The land shown above is recommended for acquisition for the purpose of creating a new site, which should include a new building to house a Welding and Practical Nursing program (both of which will continue to be taught on the Main Campus, which is a 45-minute drive away), as well as indoor and outdoor space for a Power Line Worker program.

# FLOOR PLANS

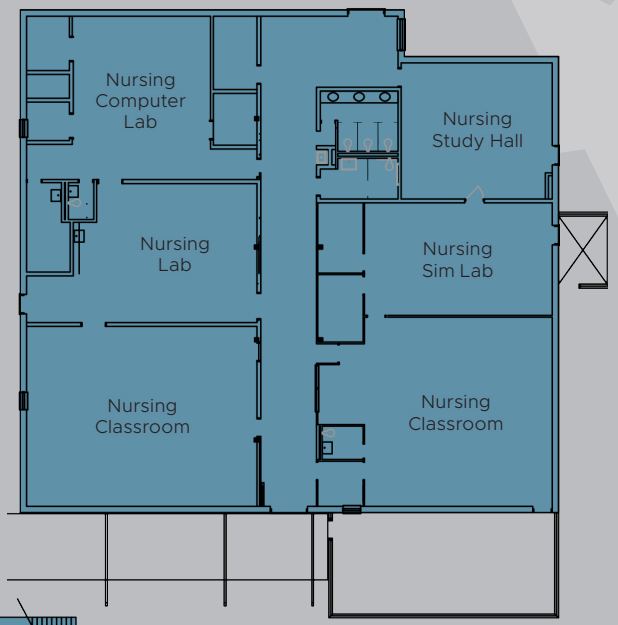

Repurpose for Hybrid/ Electrical Vehicle Program Space
BUILDING 3A
Automotive Shop
Automotive Shop
Auto Classroom
vacant
Surg. Tech. Lab
Surg. Tech. Classroom
Surg. Tech. Lab
Machine Tool Classroom
Machine Tool Shop
HVAC Classroom
HVAC Shop
Student Commons
HVAC Storage
Student Commons
Building Construction Masonry Shop
BUILDING 3B
BUILDING 7
Shared Classroom
Building Construction Carpentry Shop
Industrial Maintenance Shop

# FLOOR PLANS

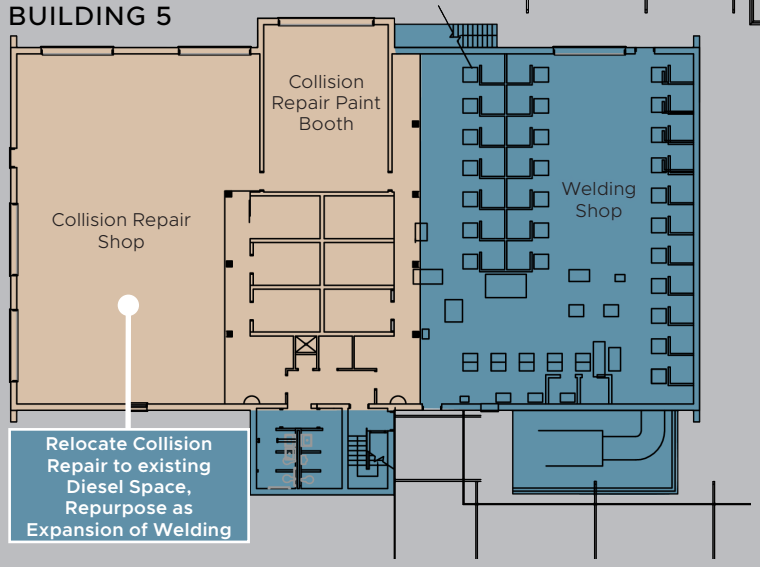
## BUILDING 5 (2ND FLOOR)



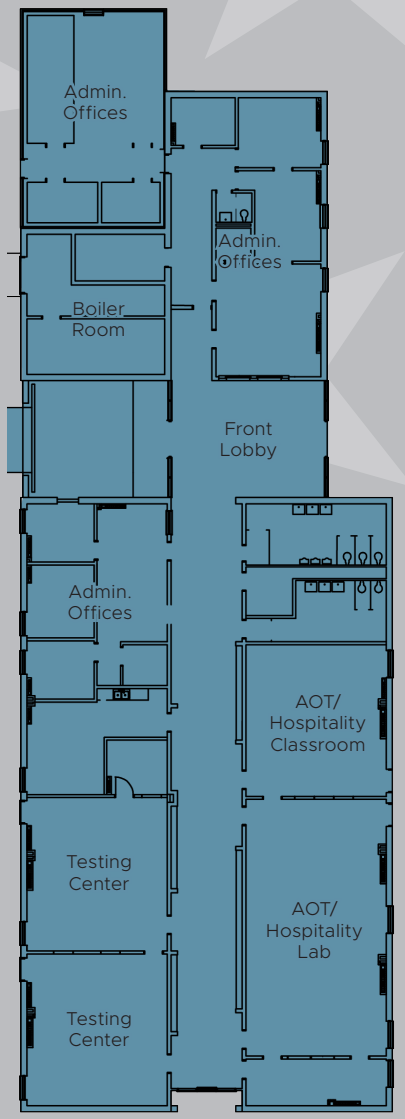

## BUILDING 5




## BUILDING 5




## BUILDING 2



# FLOOR PLANS


Repurpose as shared Multipurpose/Industry Training Space
Cosme-tology Lab
Cosmetology Lab
Cosmetology Classroom
CIT Lab
Multipurpose Room
Cosme-tology Classrm.
vacant
Dual Enrollment Classroom
Dual Enrollment Computer Lab
Open Computer Lab
Boiler Room
BUILDING 1
Repurpose as Massage Therapy or Aesthetics Lab
Repurpose as future program space
BUILDING 6
Diesel Shop
Diesel Classroom
Power Sports Classroom
Power Sports Shop
Relocate Diesel program to new site and Repurpose Existing Space for Collision Repair Program






# TCAT CRUMP
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
CRUMP

3070 U.S. Highway 64 | Crump, TN 38327 | tcatcrump.edu

# CRUMP
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**195**

UP FROM
**164** in **2012-13**

BUILDINGS: 1964, 1990

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**47,000**

Gross sq. ft.



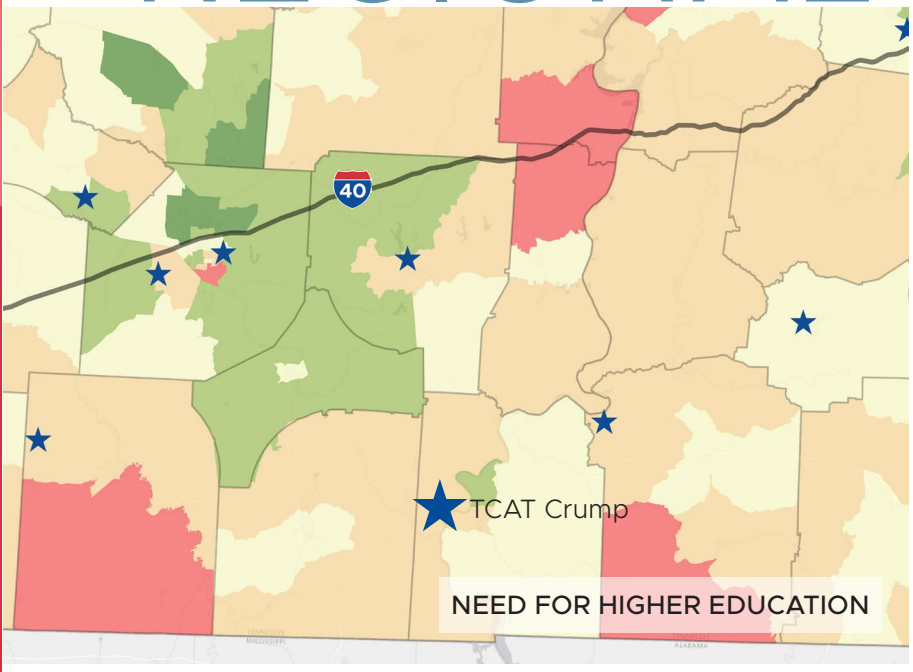
## LEADERSHIP VISION

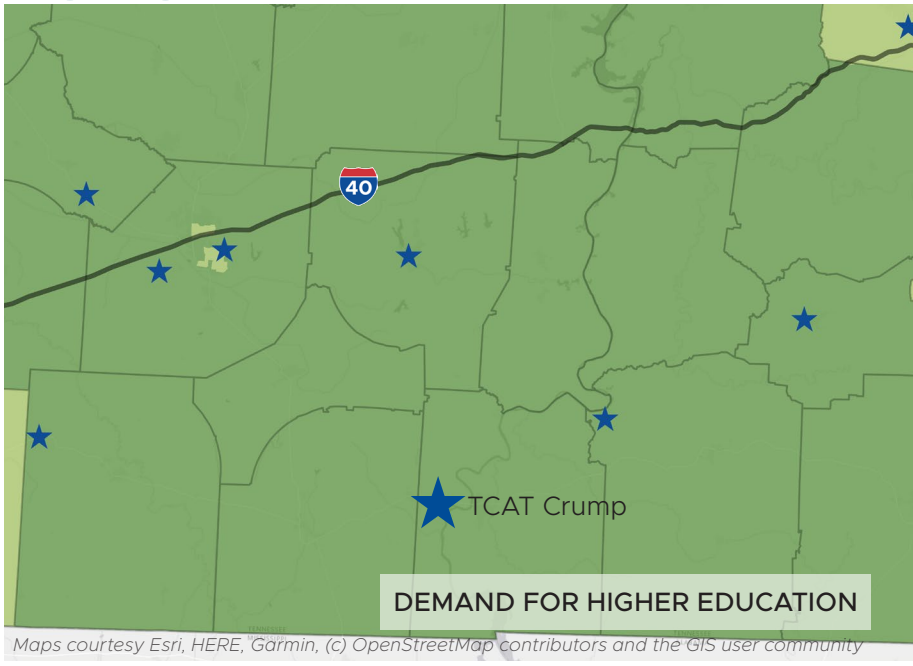
**Stephen Milligan, President**

TCAT Crump is a student-centered college committed to providing a learning environment that is challenging yet supportive of student's personal interests and needs. This Master Plan anticipates future program needs by integrating strategic and academic plans with educational trends to create a road map for future growth.

TCAT Crump is an educational and economic asset for the service area through the fulfillment of its mission to serve as the premier provider for workforce development. The success of the college is based on three main pillars: open access, completion, and community & workforce impact.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Crump's Main Campus is located in an area of moderately high need for higher education. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Workforce is retiring, need younger trained workers

» Growth in demand for technical workers including the paper mill, some demand in healthcare

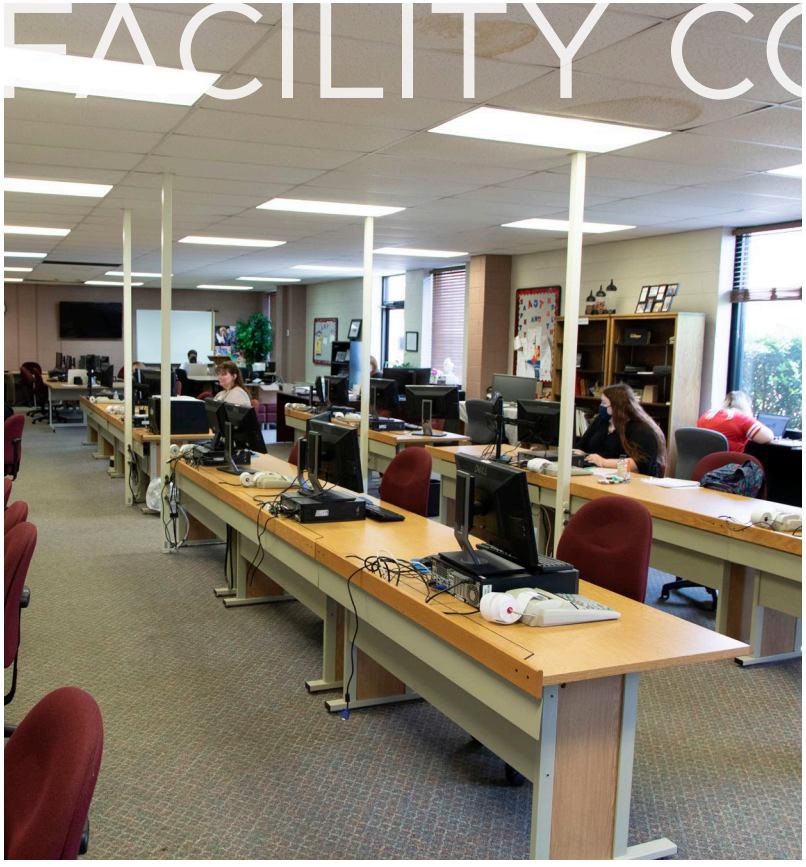
» Agriculture is more of an economic driver than manufacturing

» Population is not growing in this rural region and this is a challenge

» Construction industry is booming

» Blue Oval City will transform the regional economy

# FACILITY CONTEXT






## FACILITY CONDITION

TCAT Crump's existing facilities are in subpar condition. Except for the Floyd Technology Building, an addition to the Administration Building, and the new Transportation Building, all facilities are more than 50 years old and have many spaces that are not adequate for their intended purposes. Local leaders indicated that the campus was well maintained but looked dated and might not have an appeal for potential students despite the excellent training being provided inside.

## RECENT IMPROVEMENTS

The Collision Repair building recommended in the previous Master Plan has been constructed, as well as several other improvements.

A new state-owned campus was also constructed in Parsons. This site offers Diesel Equipment, Truck Driving, and a Nursing program.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Building Construction Technology

» Certified Nursing Assistant (CNA)

» Correctional Officer

» Cosmetology

» EMT

» Forestry Management

» Health Information Management Technology (relocate to Main Campus)

» Mechatronics

» Patient Care Technician

» Pharmacy Technician

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Space needs do not include the Transportation Building, which was under construction at the time of this Master Plan. Other space needs were also identified:

» There is currently no multipurpose meeting space or existing industry training space

» Faculty office space is too small

» Existing academic storage space is inadequate

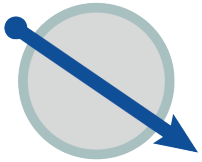
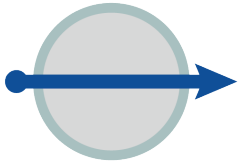
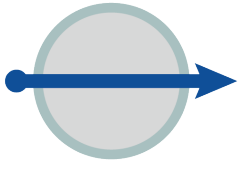
» The amount of other types of spaces is adequate, but some are of poor quality

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Restroom improvements | 2015 |
| HVAC improvements | 2016, 2020 |
| New transportation building | 2020 |
| Minor interior renovations | varied |

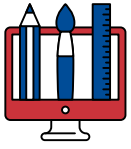
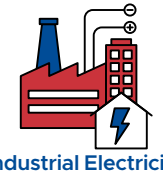


# PROGRAM ASSESSMENTS

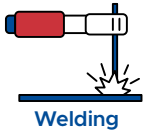
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 6 |  |  |  |
| Auto Body/ Collision Repair | 15 |  |  |  |
| CAD Technology | 8 |  | NOT AVAILABLE |  |
| Computer Information Technology | 10 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Farming Operations | 19 | NEW PROGRAM | NOT AVAILABLE |  |
|  Graphic Design | 9 |  |  |  |
|  HVAC | 17 |  |  |  |
|  Industrial Electricity | 9 |  | NOT AVAILABLE |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Industrial Maintenance | 15 |  | NOT AVAILABLE |   |
|  Machine Tool Technology | 15 |  |   |   |
|  Practical Nursing (LPN) | 44 |  |   |   |
|  Welding | 15 |  |   |   |

# SITE PLAN




## OVERVIEW

A proposed addition should be constructed on the front Floyd Technology Building to provide space for a multipurpose meeting room and industry training, as well as a more modern front to the campus.

A new building should also be constructed where shown to house the Farming Operations program and campus facilities space.

On the Parsons campus, an addition should be constructed to house the Heavy Equipment Technology program.

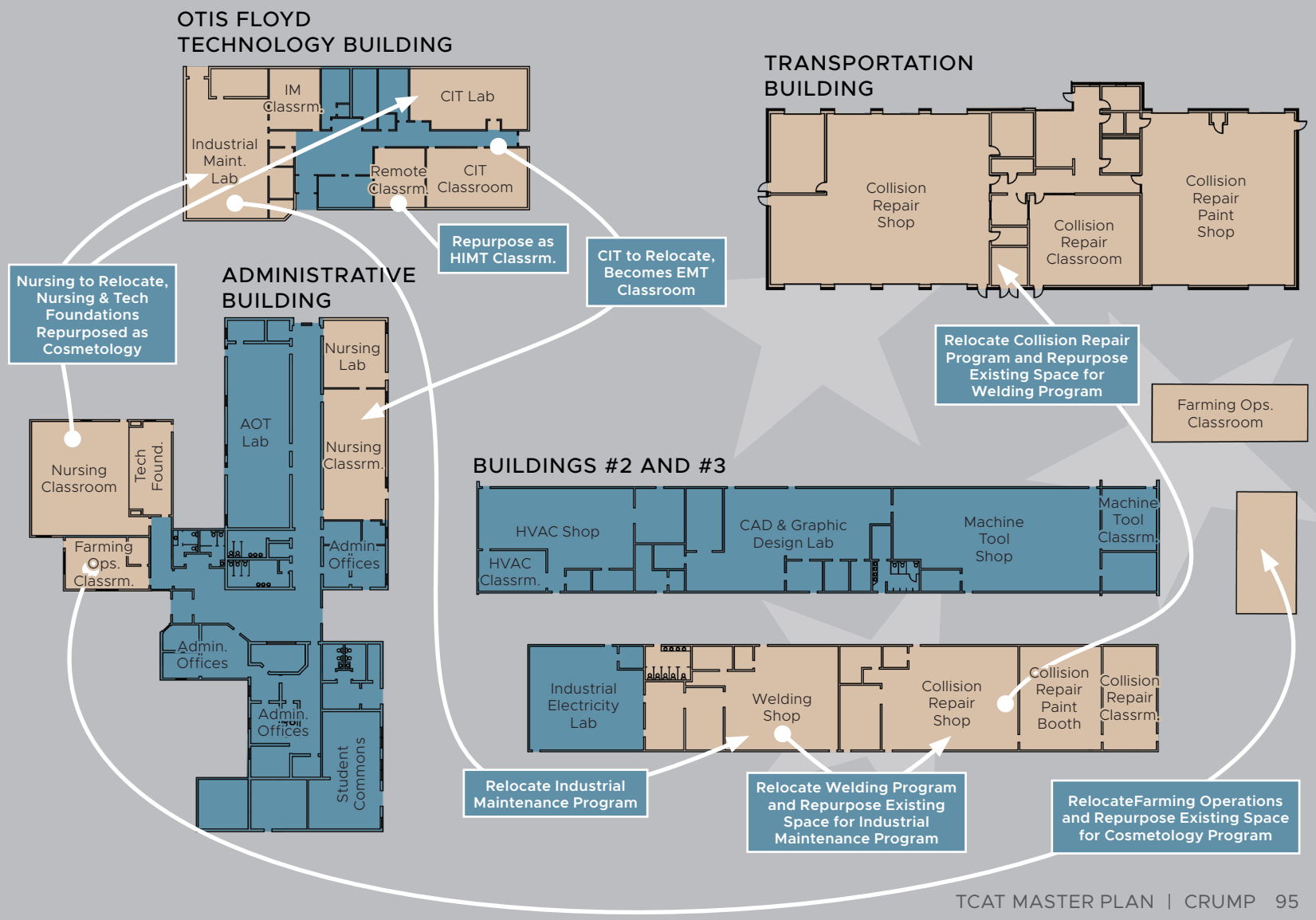
# LAND ACQUISITION



# FLOOR PLANS

## RECOMMENDATIONS

A significant number of migrations, as shown on this page, are recommended to meet the needs of existing and proposed programs.







# TCAT DICKSON
# DICKSON CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
DICKSON

740 Highway 46 South | Dickson, TN 37055 | tcatdickson.edu

# DICKSON
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**217**

UP FROM
**216** in **2012-13**

BUILDINGS: 1965, 1996, 2018

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**74,000**

Gross sq. ft.



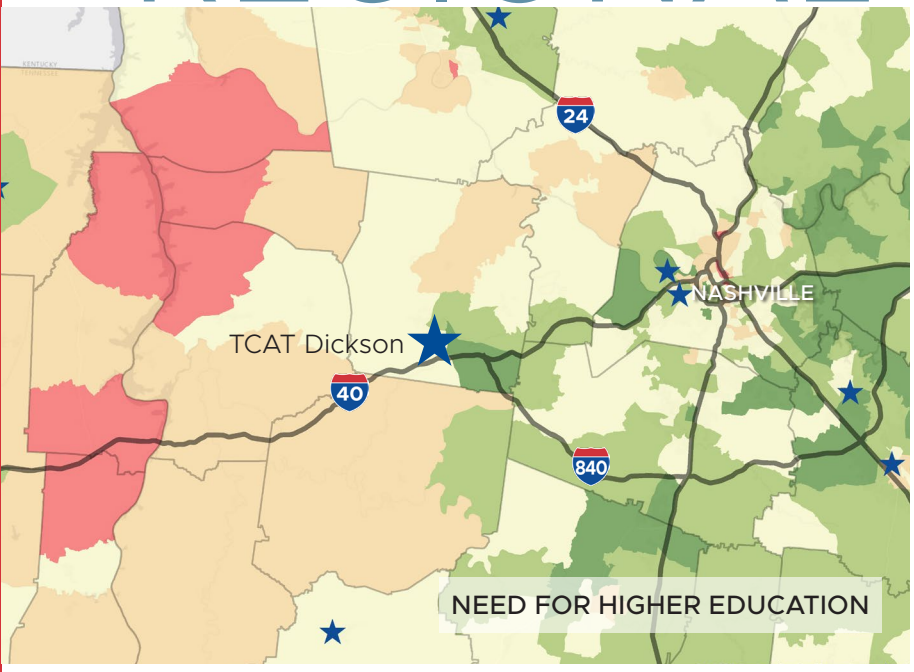
## LEADERSHIP VISION

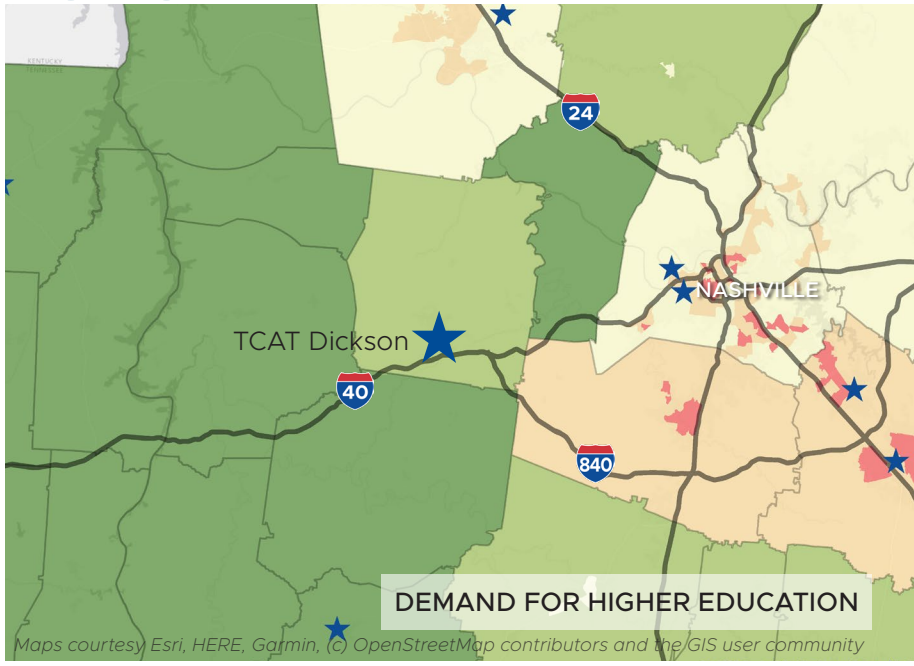
**Dr. Arrita Summers, President**

TCAT Dickson's campus in Dickson has been the county's hometown college since 1964 and it will continue its mission of addressing training needs for a broad set of local careers and employment openings.

The college will also further its outreach to school systems in the rural counties of their region to be a dual enrollment resource to them.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Dickson's Main Campus is located within an hour's drive of both areas of high need and high demand for higher education. Rural areas to its west show higher need due to demographic factors such as low educational attainment, while urban areas to its east shown higher demand due to population density and projected population growth.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- Jobs and population are growing rapidly near campus, including many young people
- Significant number of healthcare jobs
- IT and logistics sectors are growing
- The closest TCAT to the west is a considerable distance away so the serves a large area

# FACILITY CONTEXT





## FACILITY CONDITION

TCAT Dicksons's existing older facilities are in poor condition, but its new building and additions are in excellent shape. Facilities overall are considered to be in subpar condition, in part because of the remaining buildings from the 1960s that are no longer adequate for their intended purposes. Local leaders commented that the buildings do not look like a college and so contribute to a lack of recognition in the community.

The Diesel program is in a series of smaller buidings that are inadequate for the program and do not accommodate the needed equipment.

The Welding, Machine Tool, and Cosmetology programs are also in aging lab and classroom space.

## RECENT IMPROVEMENTS

Most of the recommendations of the previous plan have been recommended, including a new building for healthcare programs.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended

the following academic programs be offered on this campus:

» Building Construction

» CAD

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is no existing industry training space

» Existing academic and general storage space is inadequate

» There is a need for additional faculty office space

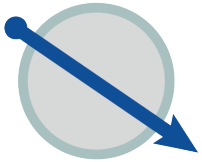
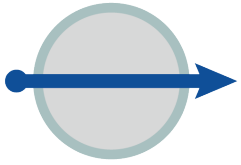
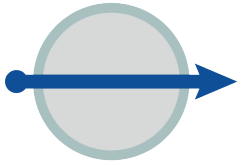
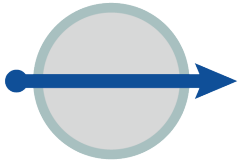
» The amount of other types of spaces is adequate

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Roof replacement | 2017 |
| New healthcare building | 2017 |
| Administrative offices renovation | 2021 |
| New classroom additions | 2021 |
| Chiller replacement | 2019 |
| Parking expansion and repaving | 2019 |

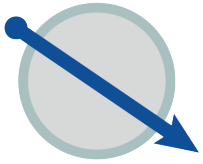
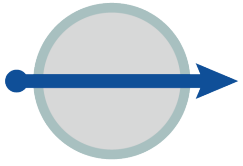
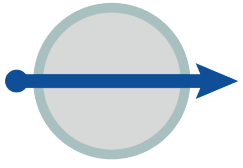


# PROGRAM ASSESSMENTS

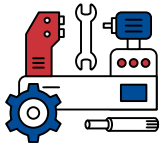
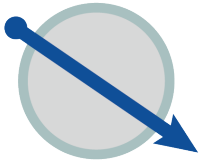
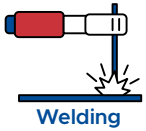
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 14 |  |  |  |
| Automotive Technology | 15 |  |  |  |
| Computer Information Technology | 17 |  |  |  |
| Cosmetology | 27 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

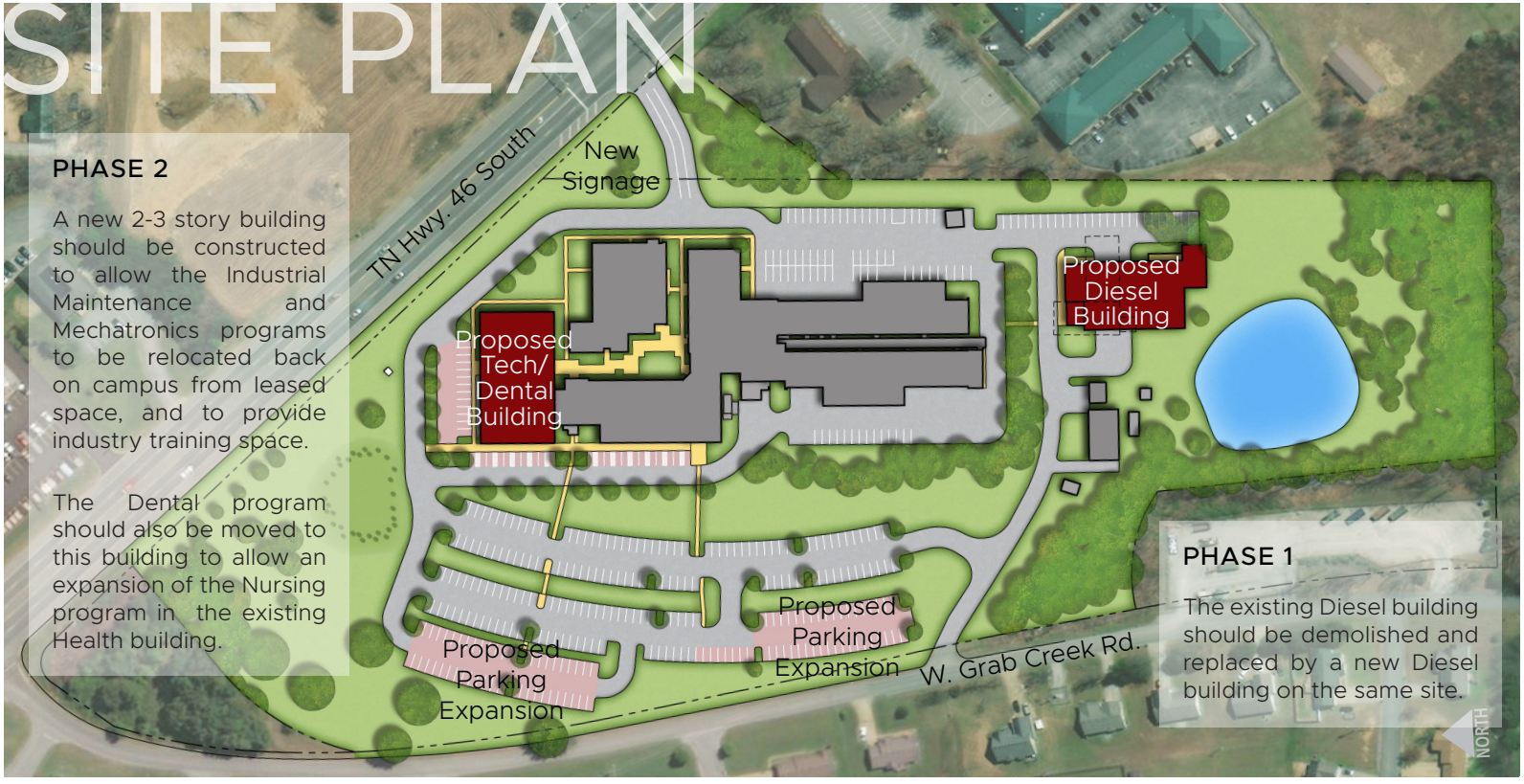
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Dental Assistant | 13 |  |   |   |
|  Diesel Equipment Technology | 14 |  |   |   |
|  Graphic Design | 11 | NEW PROGRAM |   |   |
|  HVAC | 18 |  |   |   |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Machine Tool | 10 |  |   |   |
|  Practical Nursing (LPN) | 61 |  |   |   |
|  Welding Technology | 16 |  |   |   |

# SITE PLAN

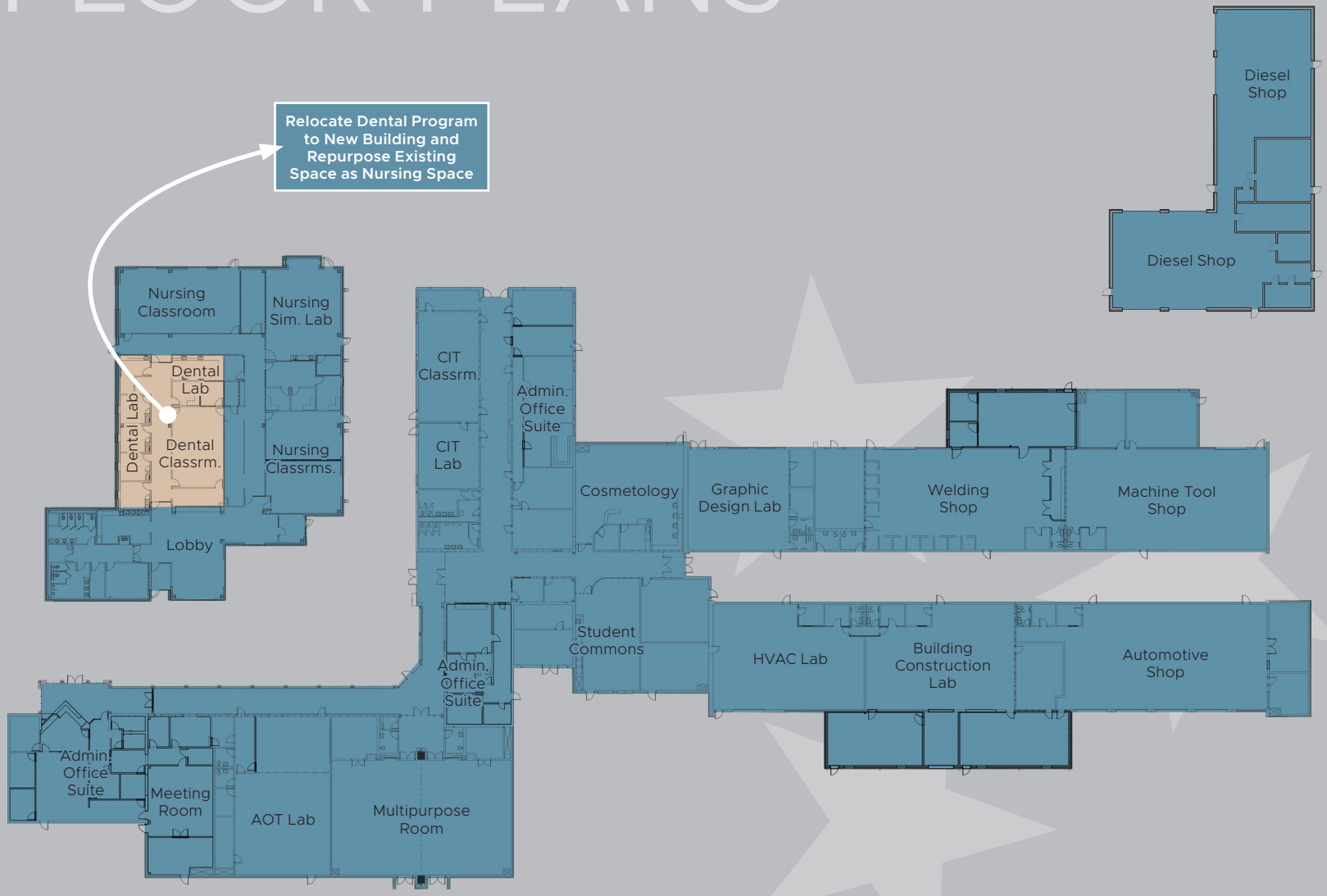



If an opportunity arises to provide space for healthcare programs at a new site beyond this campus, that option is consistent with this master plan and should be pursued to increase space for additional programs.

# LAND ACQUISITION



# FLOOR PLANS


Relocate Dental Program to New Building and Repurpose Existing Space as Nursing Space
Diesel Shop
Diesel Shop
Nursing Classroom
Nursing Sim. Lab
Dental Lab
Dental Lab
Dental Classrm.
Nursing Classrms.
Lobby
CIT Classrm.
CIT Lab
Admin. Office Suite
Cosmetology
Graphic Design Lab
Welding Shop
Machine Tool Shop
Student Commons
HVAC Lab
Building Construction Lab
Automotive Shop
Admin. Office Suite
Admin. Office Suite
Meeting Room
AOT Lab
Multipurpose Room





# TCAT ELIZABETHTON
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
ELIZABETHTON

426 Highway 91 North | Elizabethton, TN 37643 | tcatelizabethton.edu

# ELIZABETHTON
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**283**

DOWN FROM
**319** in **2012-13**

BUILDINGS: 1997, 2012

PHYSICAL CONDITION

**ADEQUATE**

PHYSICAL SPACE

**94,000**

Gross sq. ft.

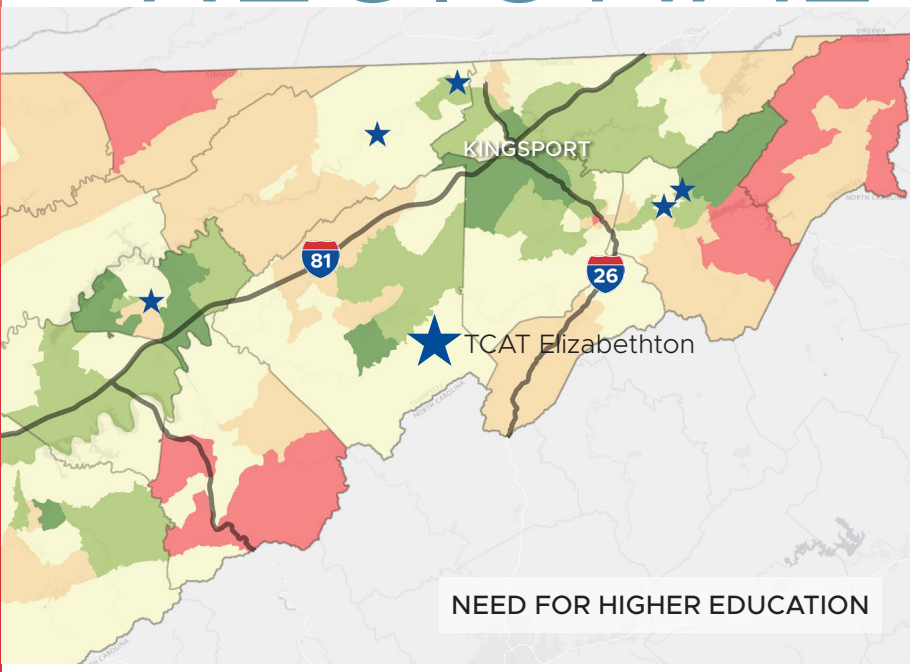


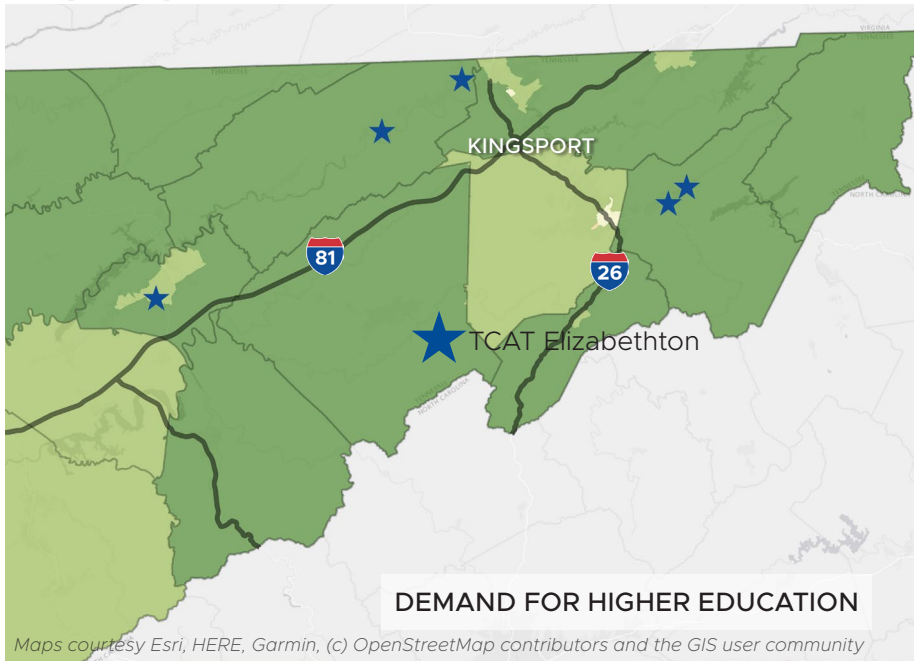
## LEADERSHIP VISION

**Dean Blevins, President**

The demand for a high skilled workforce is ever increasing. TCAT Elizabethton diligently seeks to expand our footprint to remain a premiere workforce development institution in our area. Our instructors are masters in their area of expertise, and we embrace the opportunity to expand what we do into more areas in the Northeast Tennessee region. When successful, more families will increase their economic vitality and improve their standard of living for generations to come.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Elizabethton's Main Campus is located in a region with significant areas of higher education need, based on demographic factors. The campus is in an area of low or moderately low demand for higher education, due to low population density and low projected population growth. This indicates that need will be the driving factor in this more rural region.

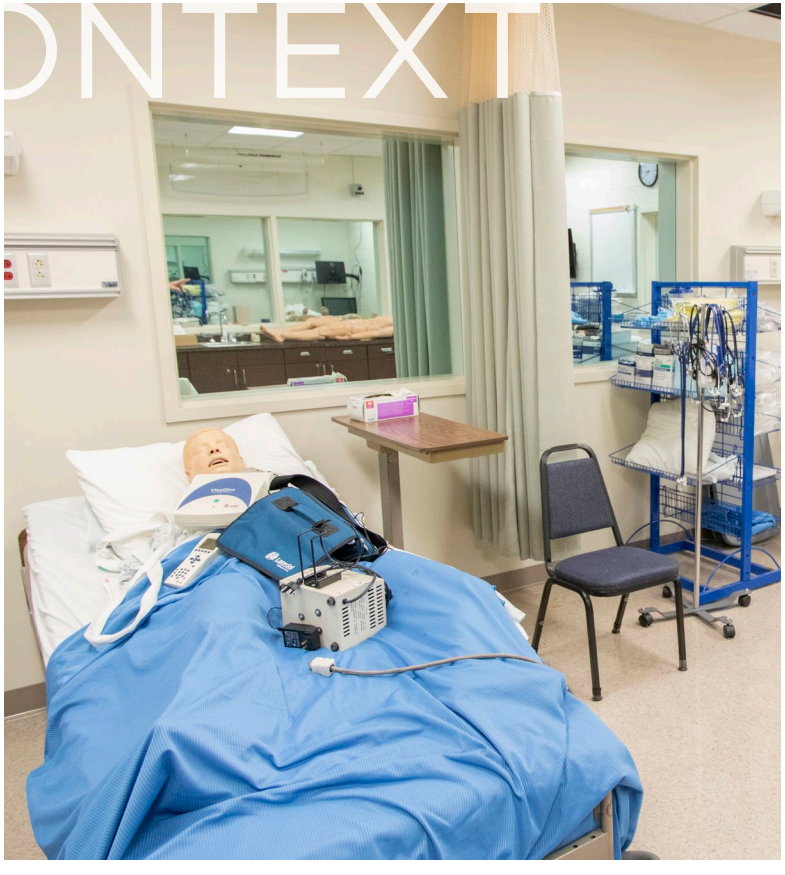
## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- The health care and advanced manufacturing (especially chemical manufacturing) industries are very strong in the region
- The TCAT has significant partnerships with regional employers
- Long waiting lists for many programs
- Tourism is increasing in the region

# FACILITY CONTEXT



## FACILITY CONDITION

TCAT Elizabethton's existing facilities are in adequate condition. Most buildings are less than 10 years old and are generally appropraite for their intended purposes. Local leaders commented on how the campus architecture and design has a positive impact on the TCAT's visibility and impact in the community.

The student commons area is one of the most successful spaces in the TCAT system and serves as an entry point, lobby, and gathering space.

Access to the Nursing simulation lab requires walking through the Nursing classroom.

No major projects have occured since the previous Master Plan.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered at TCAT Elizabethton:

» CAD Technology

» Collision Repair

» Culinary Arts

» Graphic Design

» Heavy Equipment Operator

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

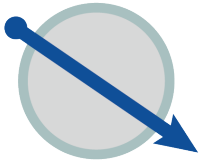
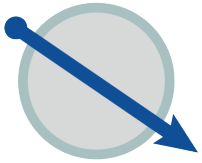
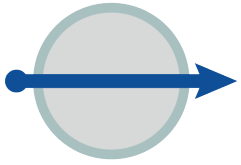
» Faculty office space is too small

» Existing academic and general storage space is inadequate

» The student commons space is too small

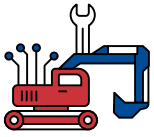
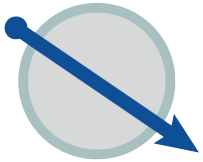
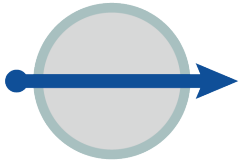
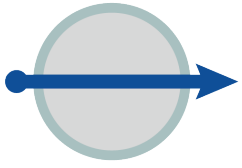


# PROGRAM ASSESSMENTS

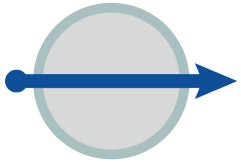
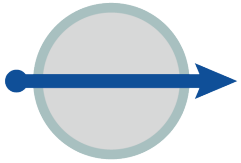
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 10 |  |  |  |
| Advanced Manufacturing | 11 | NEW PROGRAM |  |  |
| Automotive Technology | 17 |  |  |  |
| Computer Information Technology | 16 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

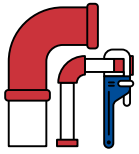
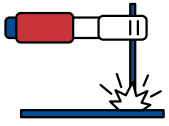
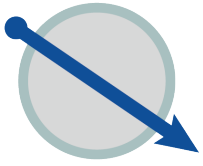
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Diesel Equipment Technology | 17 |  |   |   |
|  HVAC | 14 |  |   |   |
|  Industrial Electricity | 19 |  |   |   |
|  Machine Tool | 12 | NEW PROGRAM |   |   |

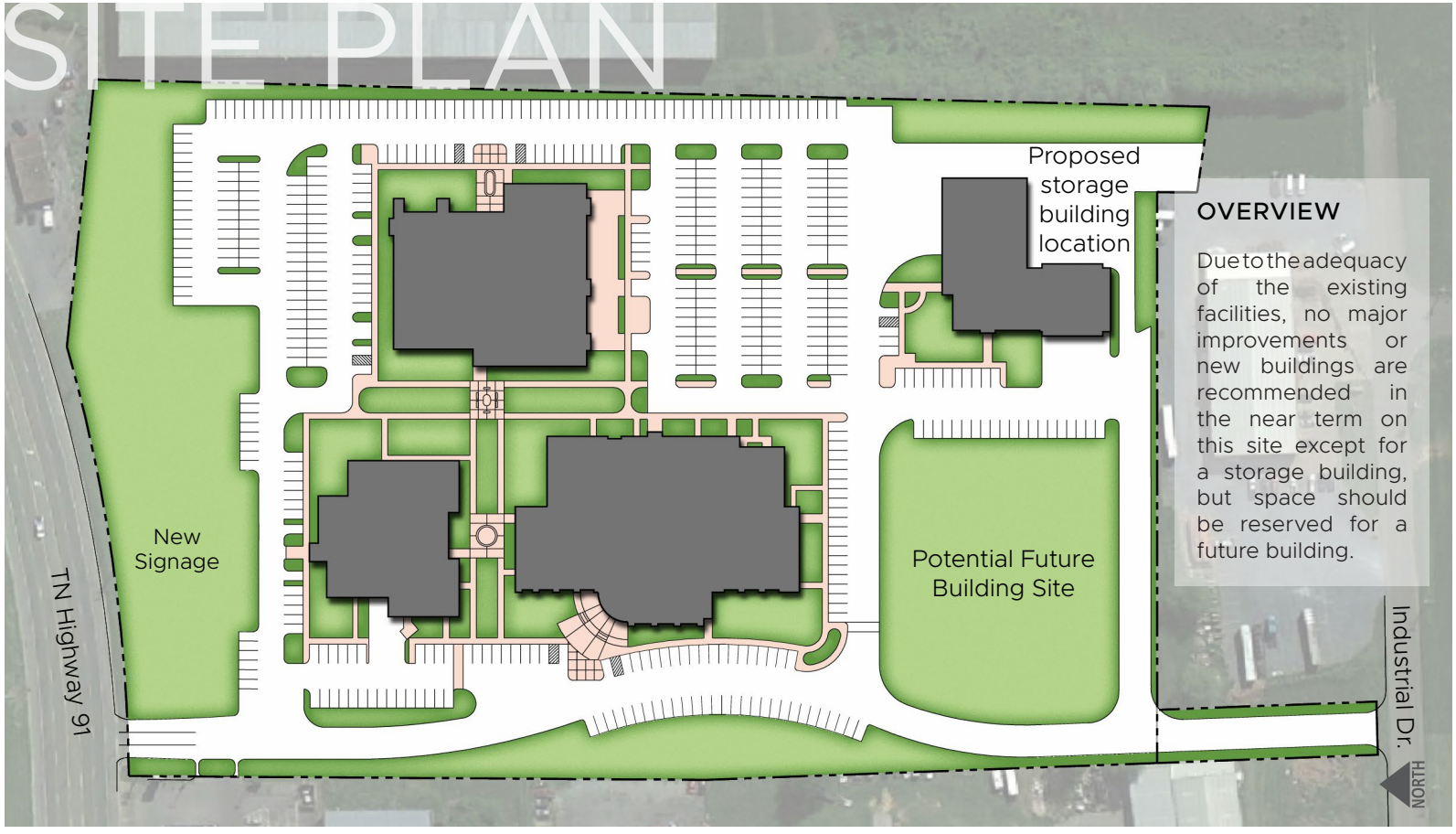
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Millwright | 13 |  |  |  |
|  Phlebotomy | 14 | NEW PROGRAM |  |  |
|  Practical Nursing (LPN) | 80 |  |  |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Pipefitting | 14 |  | NOT AVAILABLE |   |
|  Welding | 15 |  |   |   |

# SITE PLAN



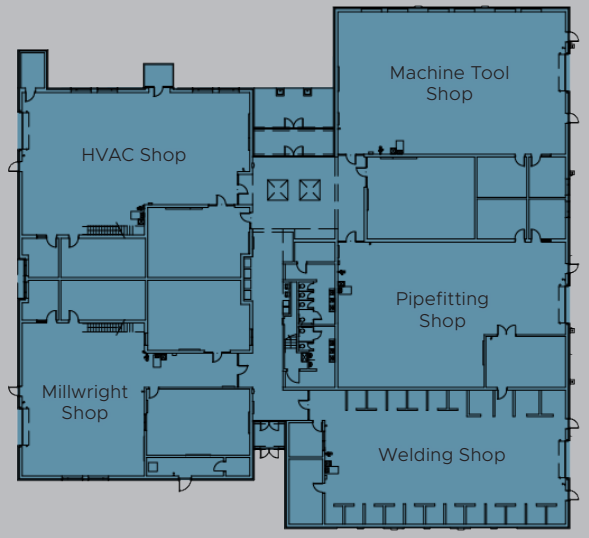

## OVERVIEW

Due to the adequacy of the existing facilities, no major improvements or new buildings are recommended in the near term on this site except for a storage building, but space should be reserved for a future building.

# LAND ACQUISITION

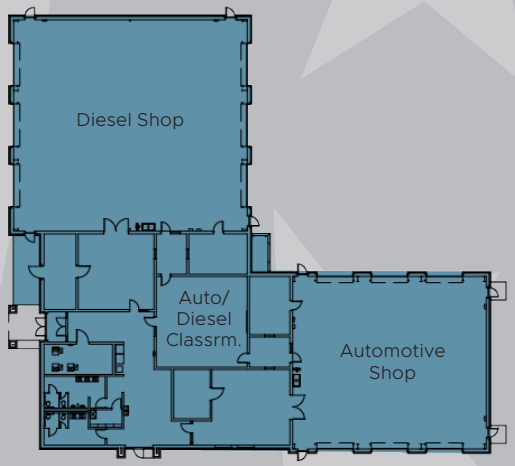


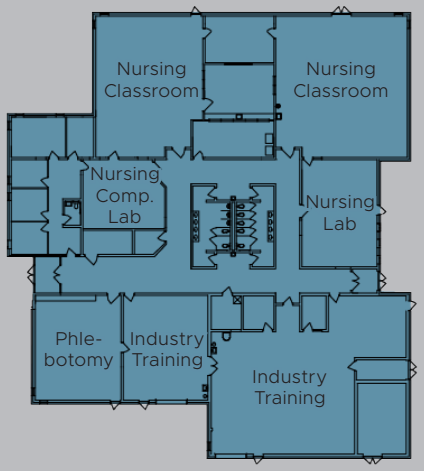
# FLOOR PLANS



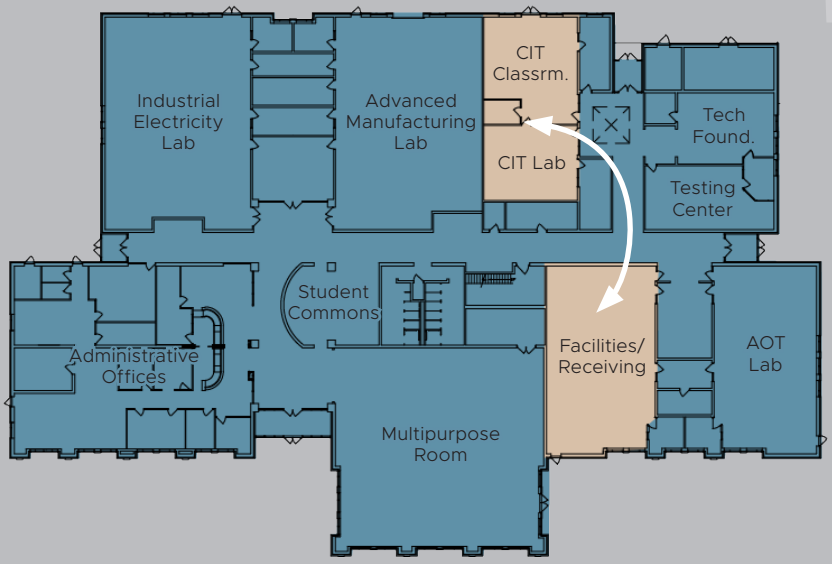

## OVERVIEW

No major internal renovations or migrations are recommended for this campus because of the adequacy of the facilities.




**Swap Facilities space and CIT Program**



# LAND ACQUISITION




## OVERVIEW

The land shown here next to the Main Campus is recommended for acquisition to create a Middle College. This site will almost exclusively serve high school students and so should not remove too much enrollment from the Main Campus.

# SITE PLAN




## OVERVIEW

The existing round building on the site should be demolished and replaced with expanded parking as needed.

The existing rectangular building should be renovated in phases to accommodate the following programs: Building Construction, Cosmetology, Practical Nursing, Industrial Electricity, and Heavy Equipment Operator.

A potential future building could be constructed where shown to accommodate additional programs such as Automotive Technology and Diesel Powered Equipment Technology, and to increase visibility of the campus from the highway.

# LAND ACQUISITION







# TCAT HARRIMAN
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
HARRIMAN

1745 Harriman Highway | Harriman, TN 37748 | tcatharriman.edu

# HARRIMAN

## BY THE NUMBERS

2020-2021 ACADEMIC YEAR

FTE ENROLLMENT

**147**

DOWN FROM
**172** in **2012-13**

BUILDINGS: 1970, 1974

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**63,000**

Gross sq. ft.



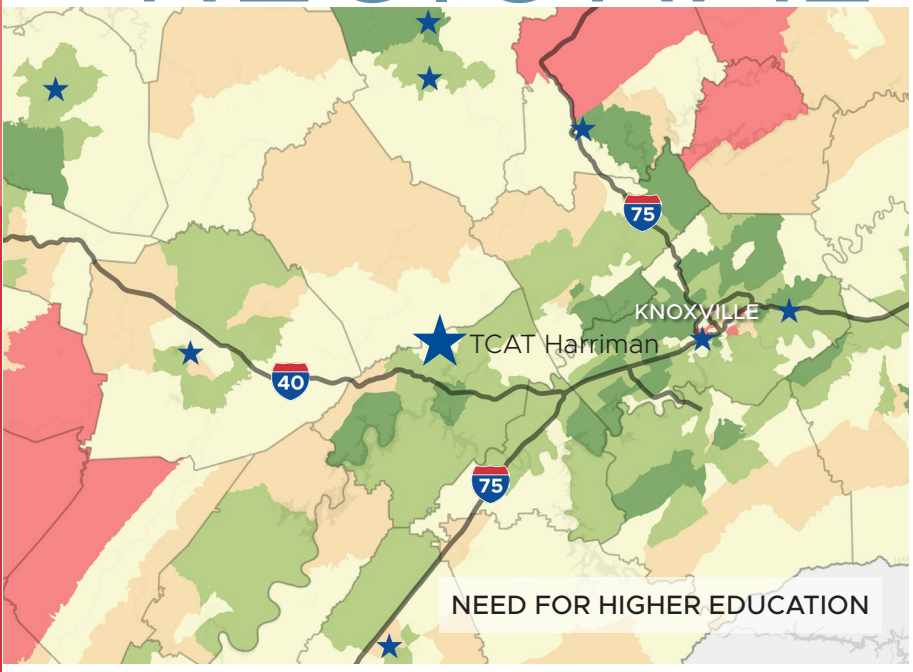
### LEADERSHIP VISION

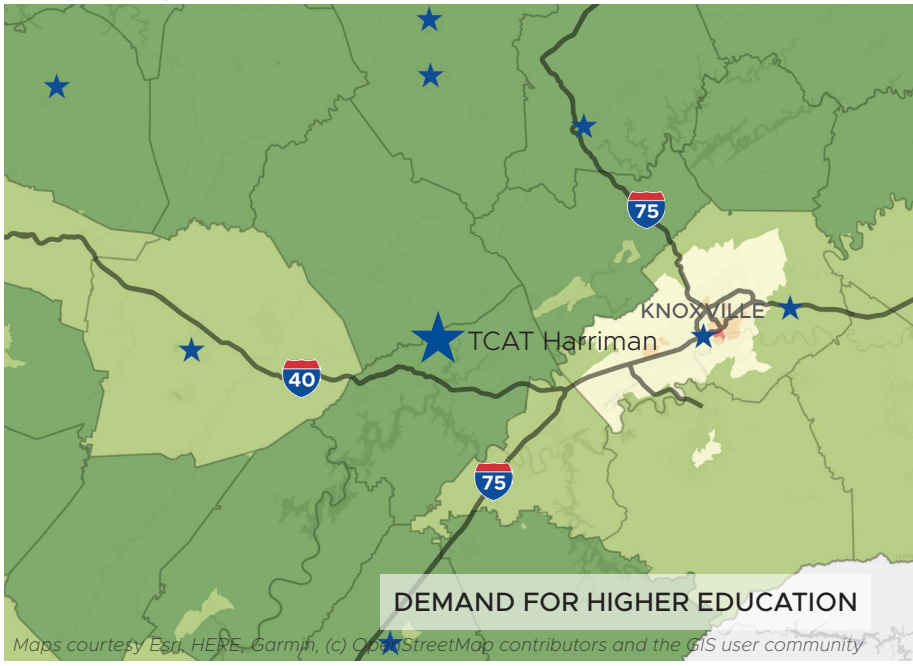
**Danice Turpin, President**

TCAT Harriman exists to serve both students and employers. Students will choose TCAT Harriman for convenient, high demand program offerings; advanced equipment and technology; easy scheduling; learning pathways that include dual enrollment, articulation, and prior learning credit; industry recognized credentials; and high job placement rates

Employers and industries will continue to support TCAT Harriman by sharing current technical skills needs locally and employing TCAT graduates; offering graduates competitive wages; and making contributions for the advancement of students through scholarships, the TCAT Harriman Foundation, and equipment donations.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Harriman's Main Campus is located within an hour's drive of a several areas of modedrately high need for higher education. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

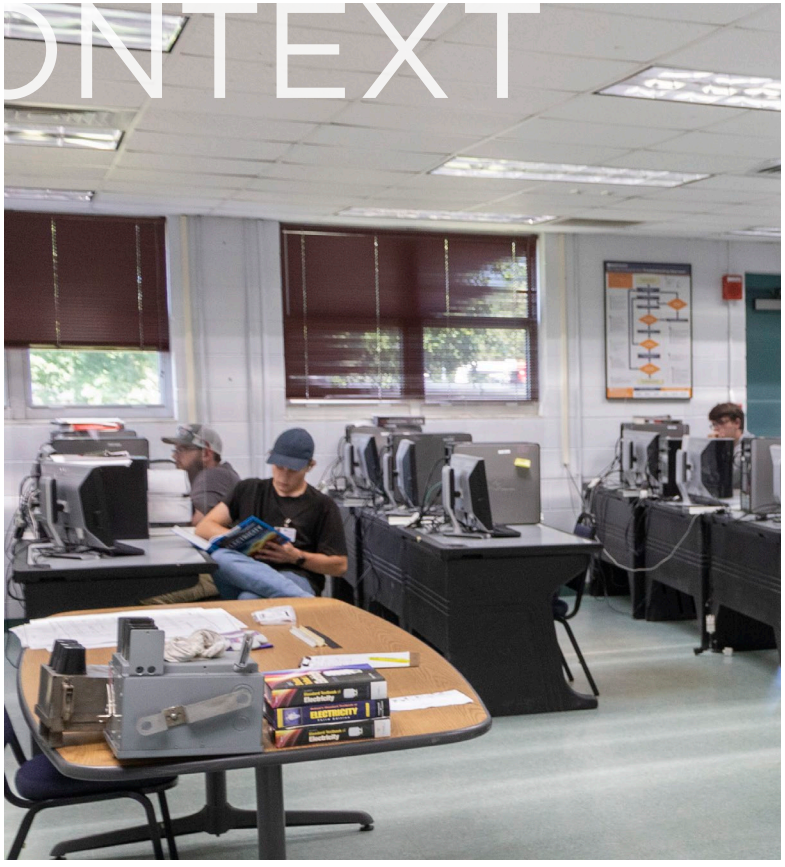
## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- Major workforce shortage, but it's a challenge getting people to work
- Need for truck drivers, logistics, and construction workers
- Machining and industrial electronics jobs
- Significant jobs base on Oak Ridge

# FACILITY CONTEXT





## FACILITY CONDITION

TCAT Harriman's existing facilities are in subpar condition. All buildings are around 50 years old, and while many renovation projects have been implemented, a number of spaces will not be adequate for their intended purposes in the long term.

## RECENT IMPROVEMENTS

The previous Master Plan recommended a number of migrations, some of which occured in modified form to provide adequate program space. The proposed addition and new buildings have been been constructed. The CIT program was discontinued since the last Master Plan.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Aesthetics

» Aviation

» Barbering

» Computer Operations/Networking

» Criminal Justice

» Hospitality

» HVAC

» Farming Operations

» Power Sports

» Truck Driving

» Mechatronics

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| HVAC upgrades | 2016 |
| Nursing/cosmetology renovations | 2018 |
| Building system upgrades | 2020 |
| Minor interior renovations | varied |

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

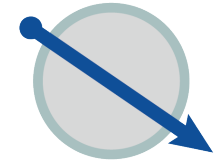
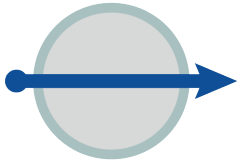
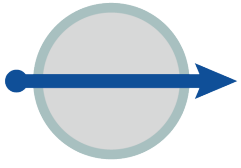
» There is no open computer lab or industry training space

» Existing academic and general storage space is inadequate

» The amount of other types of spaces is adequate, but some are of poor quality

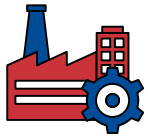
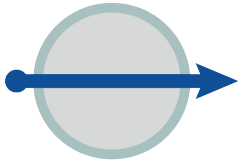
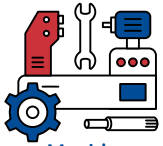
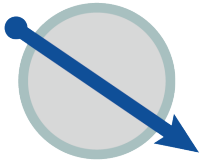
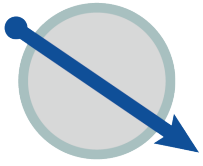


# PROGRAM ASSESSMENTS

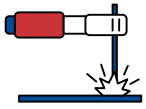
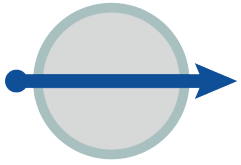
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 9 |  |  |  |
| Automotive Technology | 15 |  |  |  |
| Cosmetology | 21 |  |  |  |
| Diesel Equipment Technology | 15 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Industrial Maintenance | 12 |  |  |  |
|  Machine Tool | 12 |  |  |  |
|  Medical Office Assistant | 6 | NEW PROGRAM |  |  |
|  Practical Nursing (LPN) | 23 |  |  |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Residential/Commercial/ Industrial Electricity | 16 |  |   |   |
|  Welding | 17 |  |   |   |

# SITE PLAN

## OVERVIEW

A new campus should be constructed for TCAT Harriman just north of the existing Roane State Community College in Harriman.

The campus should provide approximately 100,000 gross square feet of space and approximately 200 parking spaces. All programs should be relocated to the new campus and the existing campus property and facilities should be sold.

TCAT Harriman will continue to pursue training opportunities near the I-75 and I-40 split area in Loudon and Roane Counties. This will place technical programs closer to existing and emerging industries.

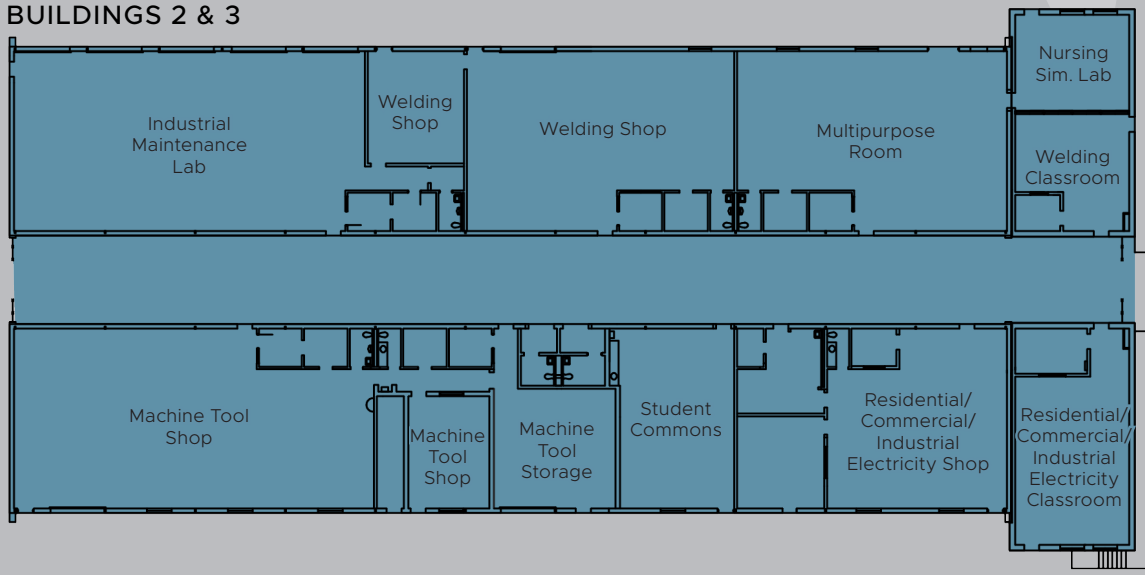


# FLOOR PLANS

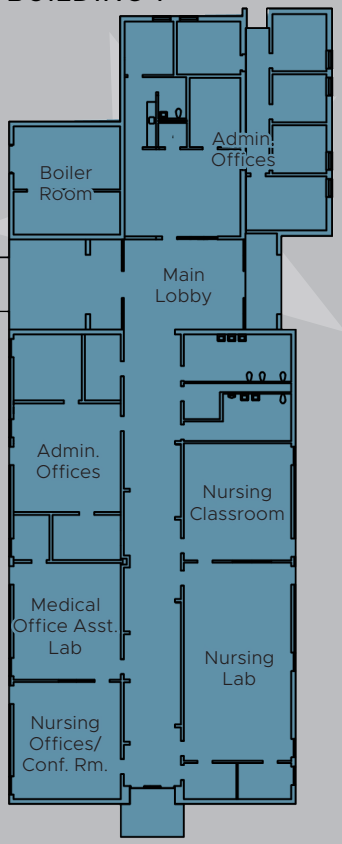
## RECOMMENDATIONS

No internal renovations or migrations are proposed for this campus because of the recommendation for a new campus.

### BUILDINGS 2 & 3

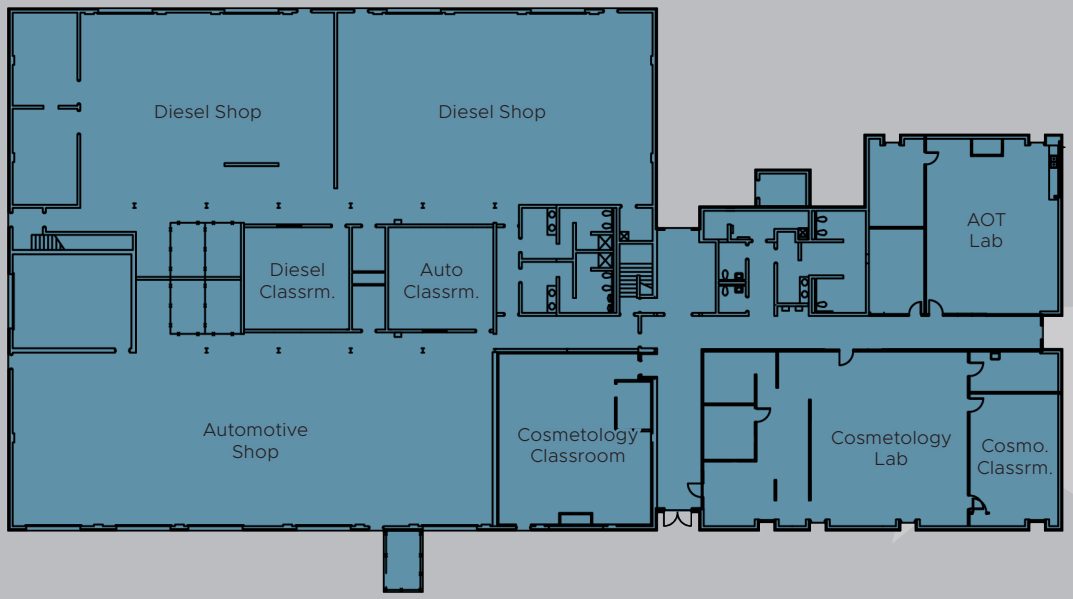



### BUILDING 1

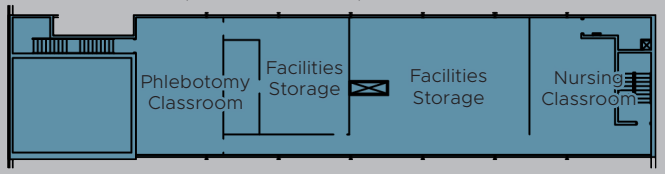


# FLOOR PLANS

## BUILDING 4 (1ST FLOOR)




## BUILDING 4 (2ND FLOOR)







# TCAT HARTSVILLE
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
HARTSVILLE

716 McMurry Boulevard East | Hartsville, TN 37074 | tcathartsville.edu

# HARTSVILLE
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**116**

DOWN FROM
**194** in **2012-13**

BUILDINGS: 1965, 2021

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**43,000**

Gross sq. ft.



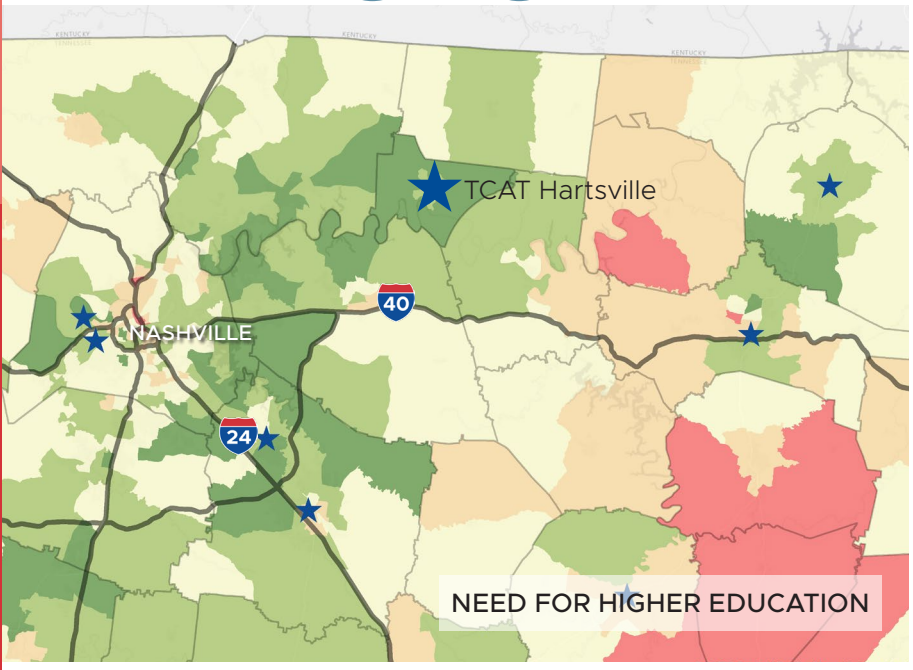
## LEADERSHIP VISION

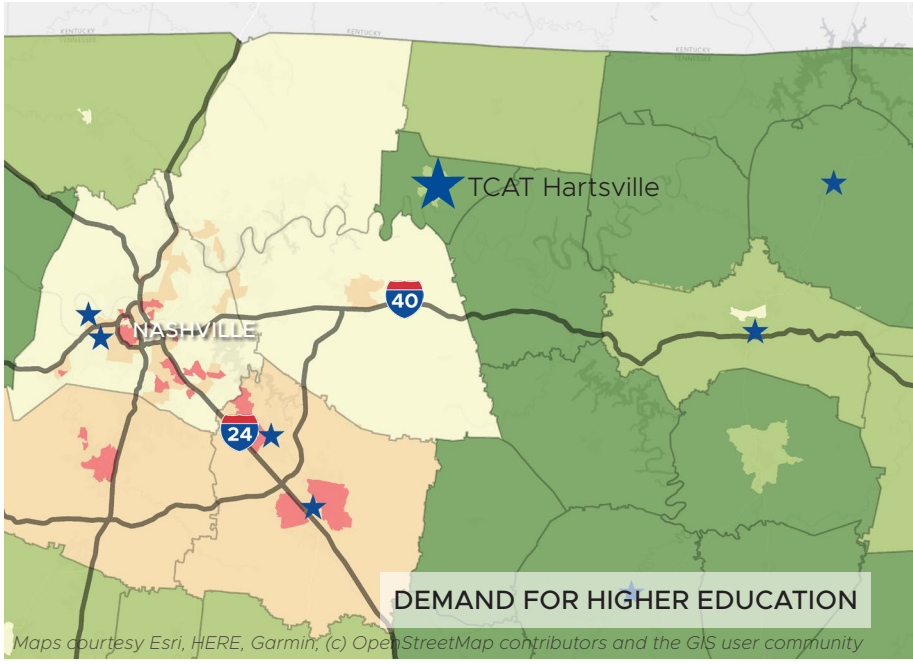
**Mae Wright, President**

TCAT Hartsville is the premier provider of skilled workforce development training in the region. Our vision is to provide a local workforce with the knowledge and skills to be competitive in the global economy.

At TCAT Hartsville, the focus is on student success in today's ever-changing, state-of-the-market economy. Our faculty and staff believe in providing the highest quality services and instruction to ensure an exciting learning experience. Our instructors are qualified and dedicated to the responsive changes needed by business and industry, students and the community. We are proud to train citizens for the skilled careers of today's workforce.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Hartsville's Main Campus is located within an hour's drive of an area of higher education need. The immediate area around the campus shows a low and need demand for higher education, but local leaders and the campus indicated there is significant potential for growth.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Manufacturers in the region are adding capacity

» Logistics industry is huge, especially near the (leased) Lebanon campus

» Some automotive manufacturers are coming to the region

» There is a struggle to hire workers

» Nashville population boom is coming our way, some students commute

» Employers are looking for training space

# FACILITY CONTEXT






## FACILITY CONDITION

While there have been several renovations and a recent addition, most of TCAT Hartsville's facilities are more than 50 years old, and significant issues make many spaces unusable and inadequate for their intended purposes. Overall, facilities are in subpar condition. Local leaders commented on how the campus presents more of the image of an old vo-tech school than a modern technical college, although the new addition presents a modern appearance that will help attract students.

The Welding program is in need of classroom and lab space, in part due to the number of dual enrollment students, which made up 25% of the 40 (headcount) students in the 2020-21 academic year.

## RECENT IMPROVEMENTS

Most of the major recommendations of the previous Master Plan have been implemented. A large addition was added for the Nursing program. There was also an addition to the Machine Tool program and an expansion of the parking lot. Since the previous plan, the following programs were discontinued:

CAD, Cosmetology, Early Childhood Education, and Surgical Technology.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Building Construction

» Correctional Officer

» Farming Operations

» Power Line Worker

» Plumbing & Electrical Technology

» Robotics

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Parking expansion | 2017 |
| Infrastructure upgrades | 2019 |
| Building additions | 2021 |
| Minor interior renovations | varied |

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

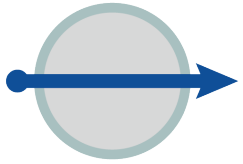
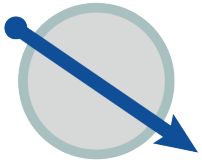
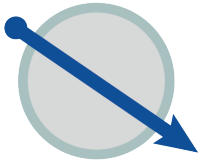
» There is currently no existing industry training space

» Existing academic storage space is inadequate

» The amount of other types of spaces is adequate, but some are of poor quality

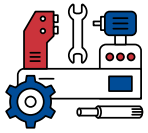
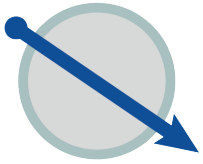
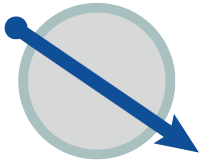
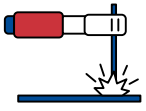
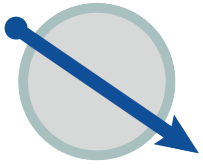


# PROGRAM ASSESSMENTS

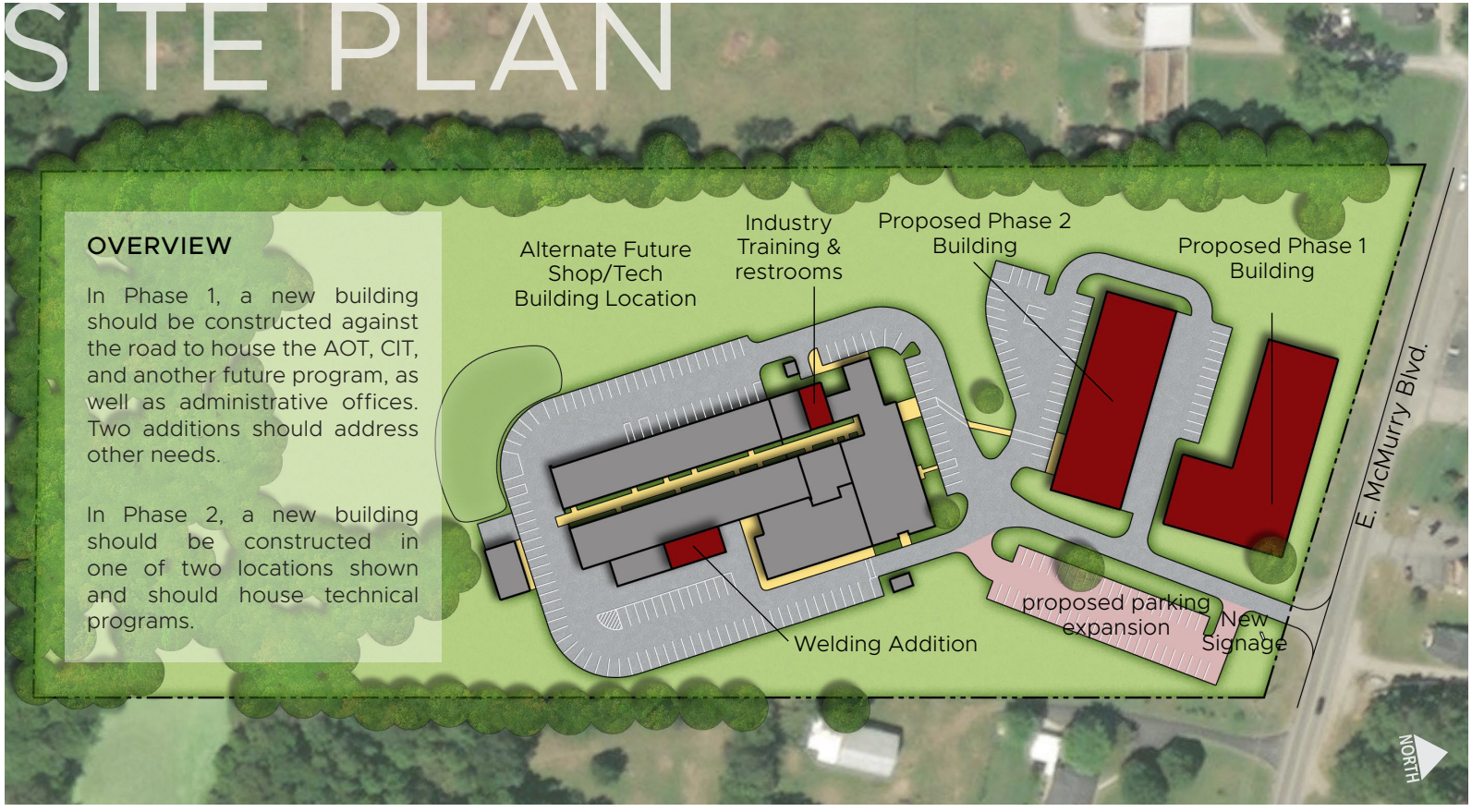
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 8 |  |  |  |
| Automotive Technology | 24 |  |  |  |
| Computer Information Technology | 13 |  |  |  |
| Industrial Maintenance | 19 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Machine Tool Technology | 12 |  |   |   |
|  Practical Nursing (LPN) | 23 |  |   |   |
|  Welding | 13 |  |   |   |

# SITE PLAN




Note: The Main Campus houses all administrative departments (Academic Affairs, Student Services, and Administration) for all instructional service centers, an extension campus, and a branch campus.

# FLOOR PLANS

## RECOMMENDATIONS

No internal renovations or migrations are recommended for this campus because of new addition and the age and need of the remaining facilities.





# TCAT MORRISTOWN
## HAWKINS COUNTY CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
MORRISTOWN

323 Phipps Bend Road | Surgoinsville, TN 37873 | tcatmorristown.edu

# HAWKINS CO.
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**56**

UP FROM
**19** in **2012-13**

BUILDING: 1996

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**25,000**

Gross sq. ft.

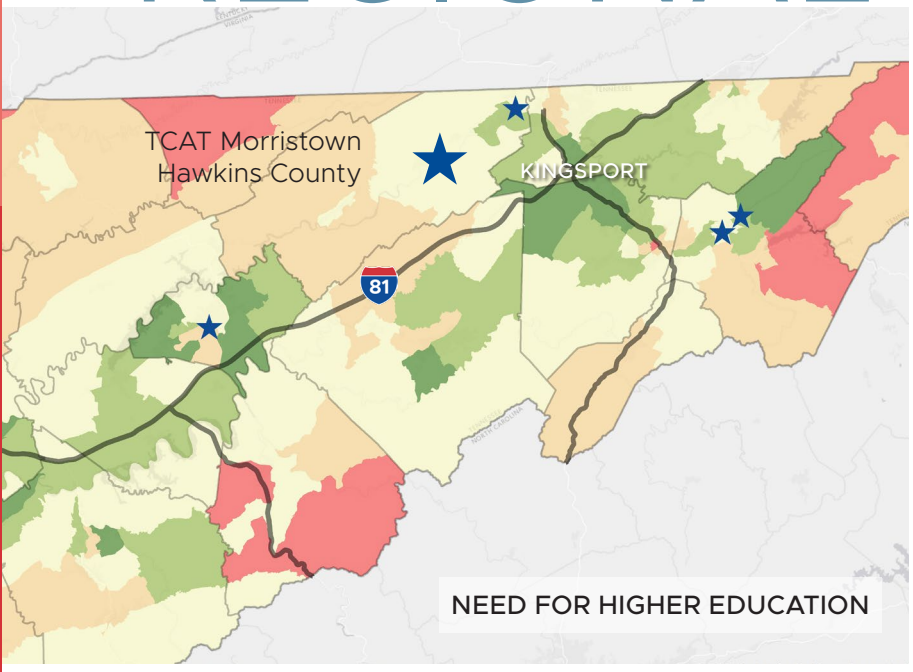


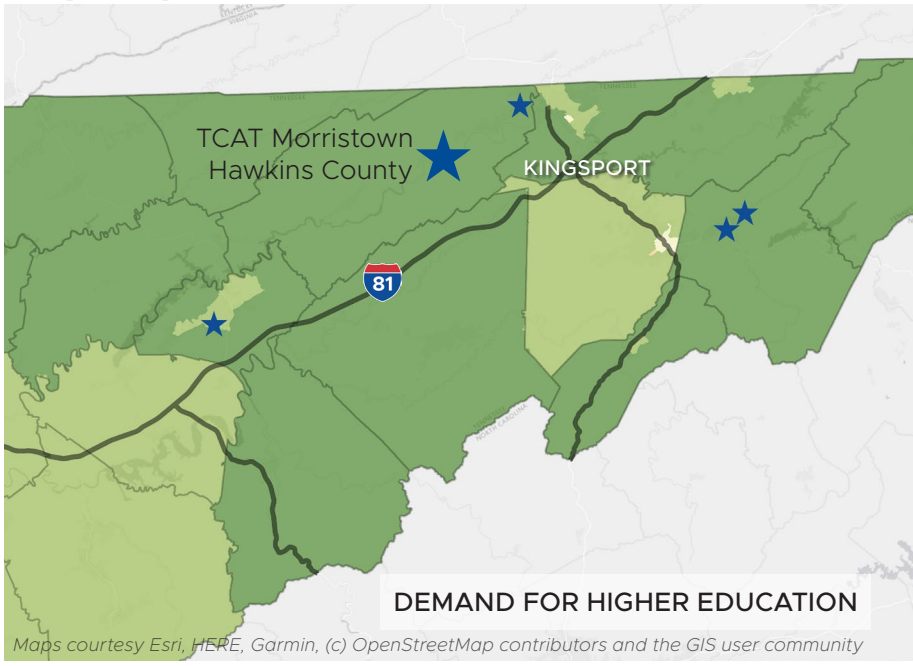
## LEADERSHIP VISION

**Jerry Young, President**

The Tennessee College of Applied Technology Morristown is a key component of workforce development in the ten-county service area. The college supports student success and area business and industry by providing state-of-the-art technical training for students to obtain the marketable skills and professional training necessary for employment and advancement in today's competitive job market. As technologies are rapidly advancing and workforce needs continually evolving, collaboration between business and industry partners is integral to the college mission.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Morristown's Hawkins County Campus is located in an area of moderate higher education need. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- Manufacturing employers are booming and need workers
- Logistics and transportation sectors are growing
- Presence of retirees and tourists in the area

# FACILITY CONTEXT







## FACILITY CONDITION

Existing facilities at the TCAT Morristown Hawkins County Campus are in subpar condition. The single building on campus was constructed more than 25 years ago and has no major needs but many aspects of the facility have aged and are no longer adequate for their intended purposes.

The nursing program is divided into a number of smaller rooms that are inadequate and difficult to navigate. The Industrial Maintenance program is located in low-bay space with carpet and temporary room divisions that are unprofessional and inappropriate for a collegiate environment.

## RECENT IMPROVEMENTS

No major improvements have been implemented since the previous Master Plan. No programs have been added or closed since the previous Master Plan.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Automotive

» Cosmetology

» Machine Tool

» Truck Driving

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is no existing multipurpose meeting space or industry training space

» Faculty office space is too small

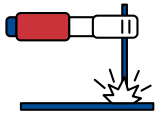


# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 6 |  |  |  |
| HVAC | 9 |  |  |  |
| Industrial Electricity | 16 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Industrial Maintenance | 7 |  |   |   |
|  Welding | 13 |  |   |   |

# SITE PLAN




## OVERVIEW

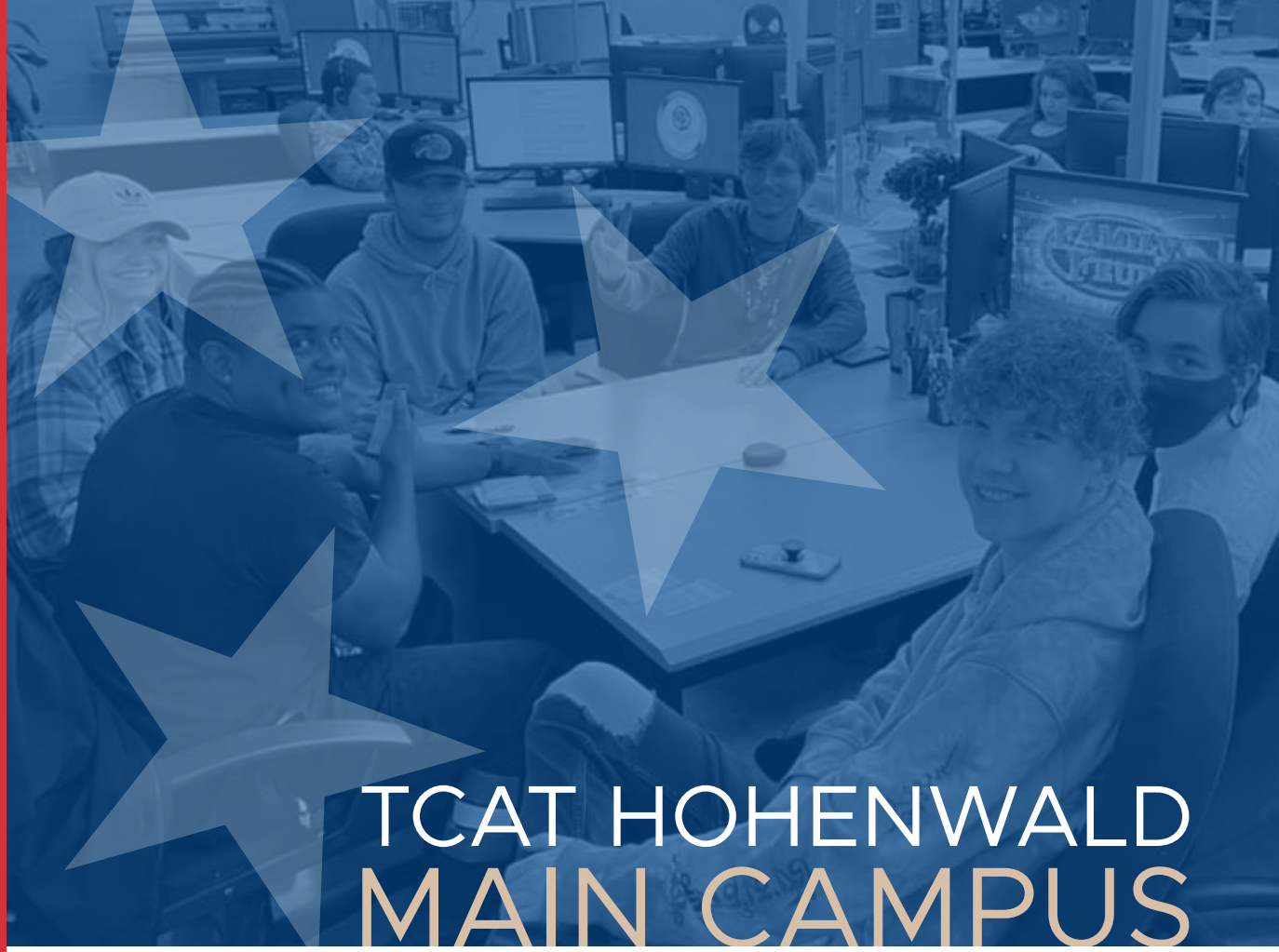
A potential building addition could provide space for existing and proposed programs. The Truck Driving area should go where it was previously located.

# FLOOR PLANS

## RECOMMENDATIONS

The existing Administrative Office Technology program space should be converted to space for the proposed Cosmetology program.





# TCAT HOHENWALD
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
HOHENWALD

813 West Main Street | Hohenwald, TN 38462 | tcathohenwald.edu

# HOHENWALD
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**168**

DOWN FROM
**217** in **2012-13**

BUILDINGS: 1966, 1976

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**65,000**

Gross sq. ft.

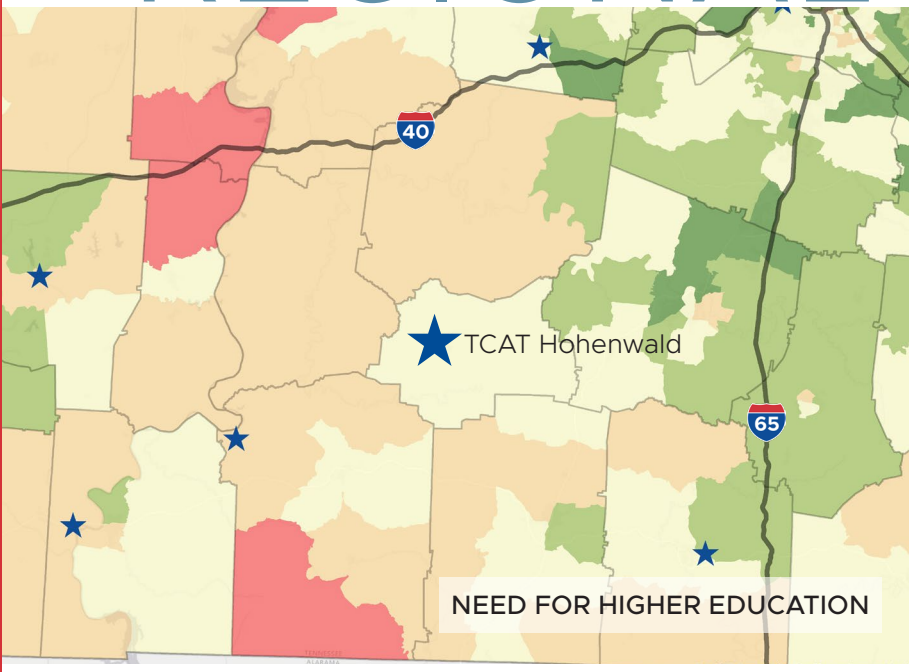


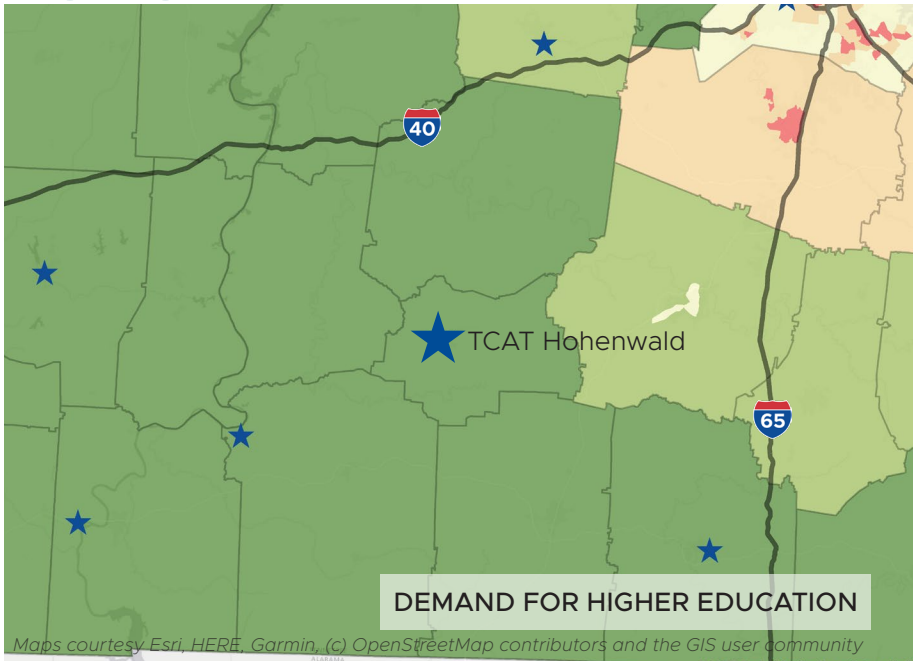
## LEADERSHIP VISION

**Kelli Kea-Carroll, President**

The Tennessee College of Applied Technology Hohenwald's vision is to be an innovative leader in providing technical education in career occupations that meet the needs of our businesses and industries in the south central Tennessee area and enhance the quality of life of our individual citizens, families, and community. TCAT Hohenwald continues to be the premier supplier of workforce development by providing competency-based training through superior quality instructional methods that qualify graduates for employment and job advancement professionally and personally.

# REGIONAL CONTEXT




Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Hohenwald's Main Campus is located in an area of moderate higher education need. The campus is also located in an area of low higher education demand, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- New employers, including advanced manufacturing and distribution centers, are locating nearby
- The logging industry is big here
- Population is growing, including many retirees

# FACILITY CONTEXT





## FACILITY CONDITION

TCAT Hohenwald's existing facilities are in a mix of poor and acceptable condition. Most of the space is more than 50 years old, and many spaces are no longer adequate for their intended purposes. The dated architecture and facades do not present a modern image to the community. Significant ventilations issues were noted in the Welding and Industrial Maintenance labs.

## RECENT IMPROVEMENTS

A new building recommended in the previous Master Plan was constructed. It houses the Nursing, Surgical Technology, Cosmetology, and Powersports programs. The other expansion recommended in the previous plan has not yet occurred.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Barbering

» Building Construction Technology

» Correctional Officer Training

» EMT

» Farming/Forestry Operations

» Gunsmithing

» Hospitality

» Message Therapy

» Physical/Occupational Therapy

» Powersports

» Truck Driving

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is a need for additional faculty office space

» There is no existing industry training space

» Existing academic and general storage space is inadequate

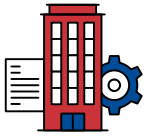
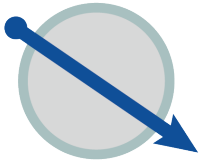
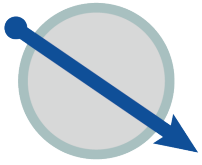
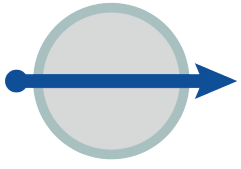
» The amount of other types of spaces is adequate, but they are of poor quality

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| HVAC upgrades | 2016 |
| Roof replacement | 2019 |
| New building and associated renovations | 2021 |

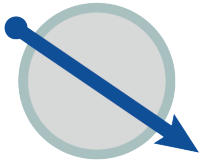
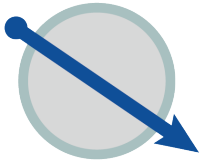


# PROGRAM ASSESSMENTS

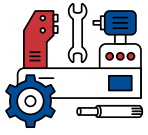
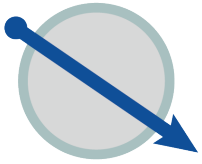
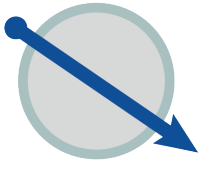
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Administrative Office Technology | 8 |  |  |  |
|  Advanced Manufacturing | 10 |  |  |  |
|  Aesthetics | 17 | NEW PROGRAM | NOT AVAILABLE |  |
|  Automotive Technology | 16 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

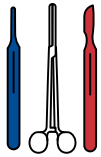
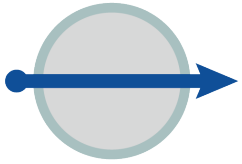
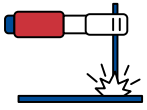
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  CAD Technology | 8 |  |   |   |
|  Cosmetology | 20 |  | NOT AVAILABLE |   |
|  Graphic Design | 9 | NEW PROGRAM |   |   |
|  Industrial Maintenance | 6 |  |   |   |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Machine Tool Technology | 14 |  |  |  |
|  Medical Assistant | 10 | NEW PROGRAM |  |  |
|  Practical Nursing (LPN) | 18 |  |  |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Surgical Technology | 13 |  |   |   |
|  Welding | 13 | NEW PROGRAM |   |   |

# SITE PLAN

## OVERVIEW

Three additions should be constructed as shown to provide additional space for these programs.

A potential future building site has also been identified and could hold an Advanced Manufacturing, Robotics, and/or Automation program in a 10,000 square foot building.



# LAND ACQUISITION




The Wayne County Instructional Service Center, not shown here, currently offers Industrial Maintenance and Welding programs and needs additional space to accommodate an Advanced Manufacturing Program.

# FLOOR PLANS




## RECOMMENDATIONS

No migrations are recommended.



# TCAT ONEIDA/HUNTSVILLE
# HUNTSVILLE CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
ONEIDA/HUNTSVILLE

355 Scott High Drive | Huntsville, TN 37756 | tcatoneida.edu

# HUNTSVILLE
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**62**

DOWN FROM
**105** in **2012-13**

BUILDING: 1997

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**35,000**

Gross sq. ft.

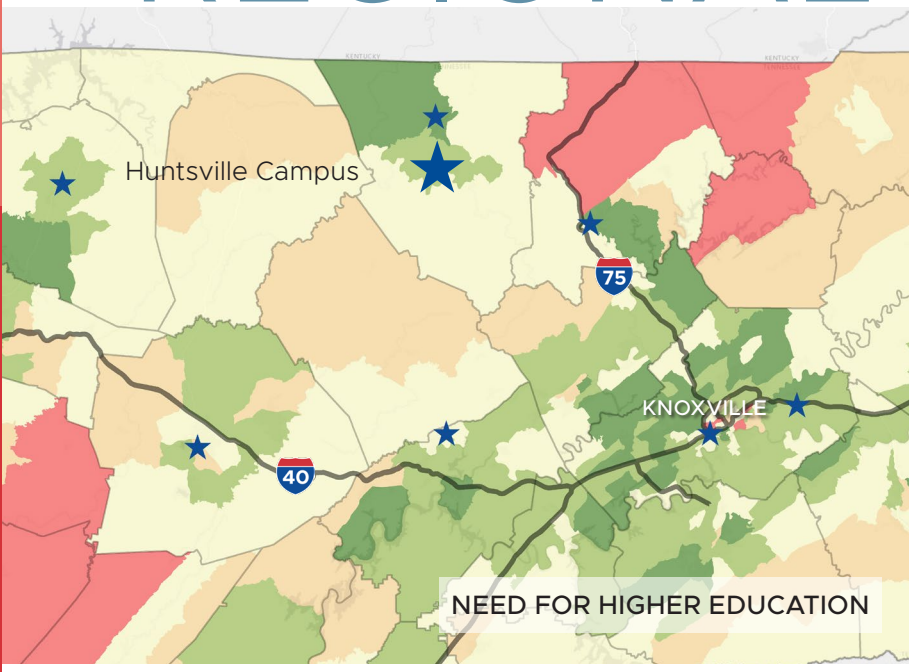


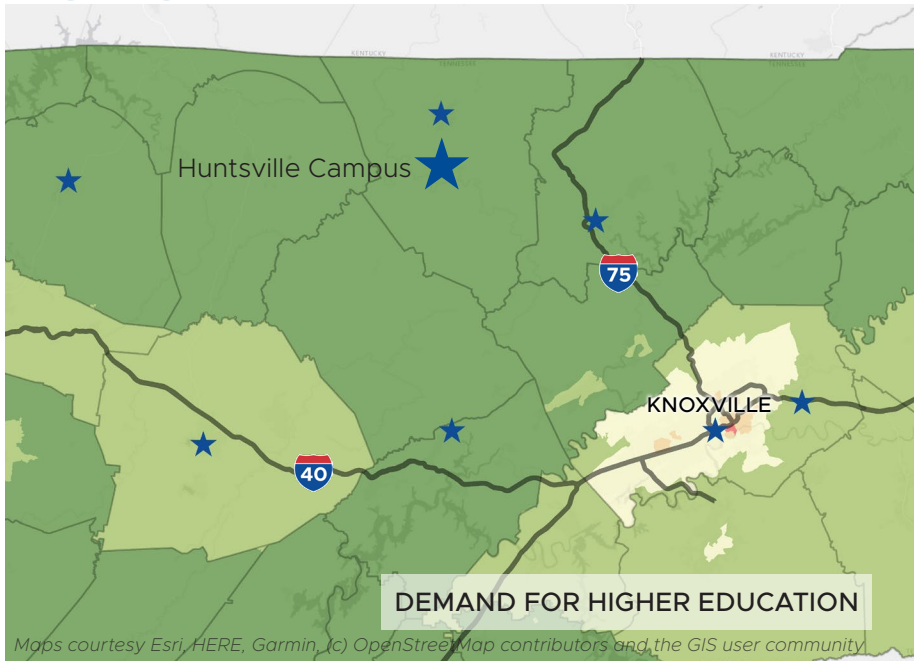
## LEADERSHIP VISION

**Dwight Murphy, President**

The mission and goal of the Tennessee College of Applied Technology Oneida/Huntsville is to prepare students from across our service area with the skills necessary to compete in today's global economy. This college serves a very rural area which is plagued with high unemployment and low per capita income. Our goal is to use educational training tools which will lead to placing students in high demand, high skilled and high wage jobs throughout the region, which will assist in raising wages and moving the area from its economically distressed condition.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Oneida/Huntsville's Huntsville Campus is located within an hour's drive of a large, multi-county area of higher education need. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Agriculture is a big part of the local economy

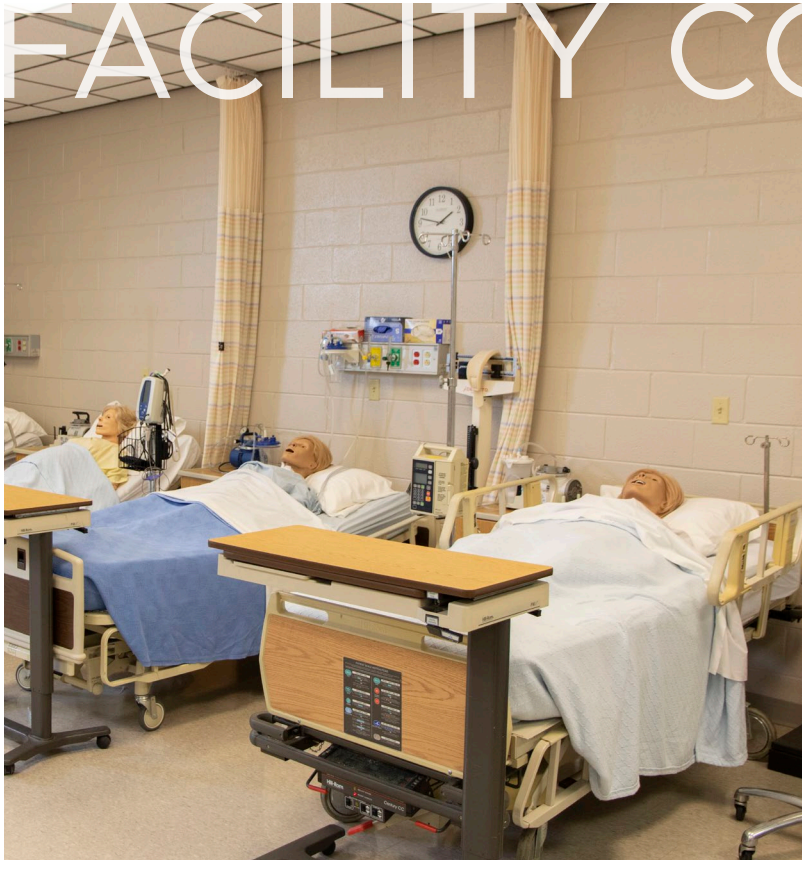
» Home construction is increasing

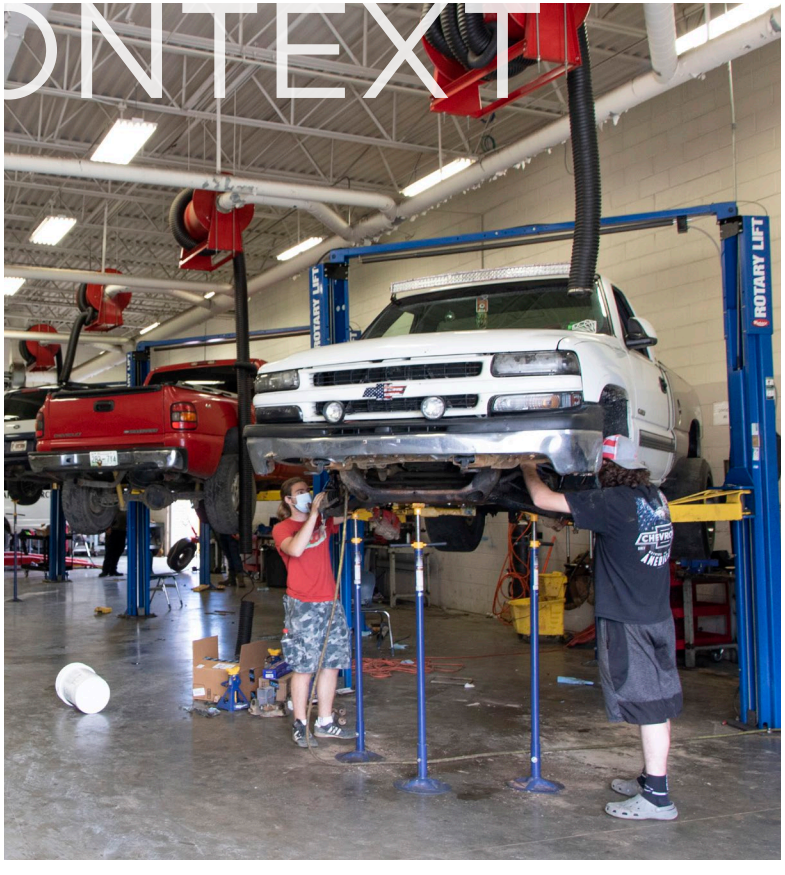
» The workforce is aging and we need more skilled workers

» The local hospital has partially reopened

» Employers are begging for workers

# FACILITY CONTEXT






## FACILITY CONDITION

The single building at the Huntsville campus was constructed in the 1990s and while it remains significantly better than the Oneida campus and many TCAT facilities, it is in subpar condition and in need of improvements to ensure that it continues to serve its purpose.

## RECENT IMPROVEMENTS

The previous Master Plan did not recommend any major improvements on this campus and no major changes have occurred since that time.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Mold repair (part of Machine Tool and Welding program)

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is currently no multipurpose meeting space or industry training space

» Faculty office space is too small

» Existing academic storage space is inadequate

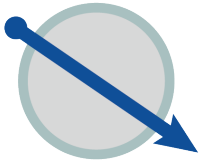
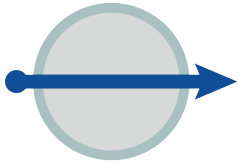
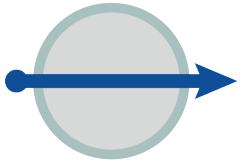
» The amount of other types of spaces is adequate, but some are in need of renovations

### 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| HVAC upgrades | 2016 |
| Building stabilization | 2018 |
| Minor interior renovations | varied |

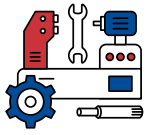
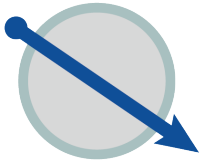
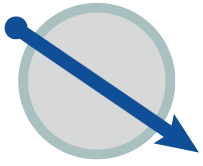
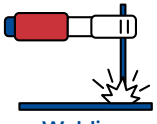
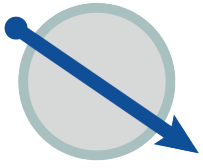


# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 3 |  |  |  |
| Automotive Technology | 12 |  |  |  |
| Computer Information Technology | 7 |  |  |  |
| Cosmetology | 12 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Machine Tool | 4 |  |   |   |
|  Practical Nursing (LPN) | 15 |  |   |   |
|  Welding | 8 |  |   |   |

# SITE PLAN




## OVERVIEW

In the long term, the CNA, Pharmacy, and EMT programs could be relocated from the Oneida campus to this campus, and occupy a new building where shown along with the LPN program.

# FLOOR PLANS


In the Long Term, Relocate Automotive Program to Oneida Campus and Repurpose Existing Space as Future Program Space
Automotive Shop
Automotive Classroom
Machine Tool Classroom
Machine Tool Shop
Welding Shop
Student Commons
Tech. Foundations/ Testing
Admin. Offices
Cosmetology Lab
Cosmetology Classroom
Facilities Storage
AOT Classroom
AOT Lab
Nursing Classroom
Nursing Lab
CIT Lab
Admin. Offices
Repurpose as Allied Health Lab



# TCAT JACKSBORO
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
JACKSBORO

265 Elkins Road | Jacksboro, TN 37757 | tcatjacksboro.edu

# JACKSBORO
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**180**

UP FROM
**142** in **2012-13**

BUILDINGS: 1966-67, 2020

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**58,000**

Gross sq. ft.

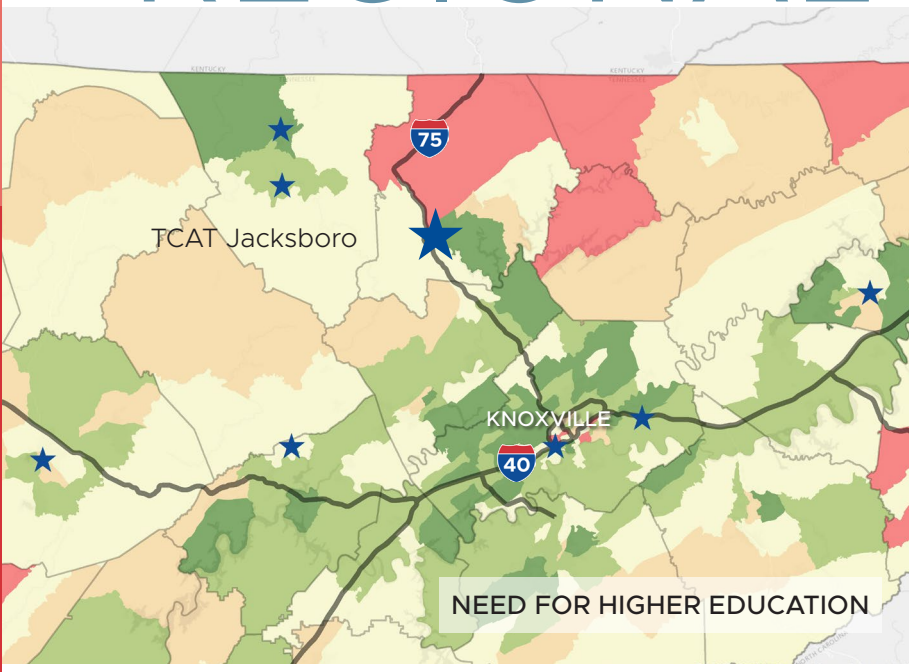


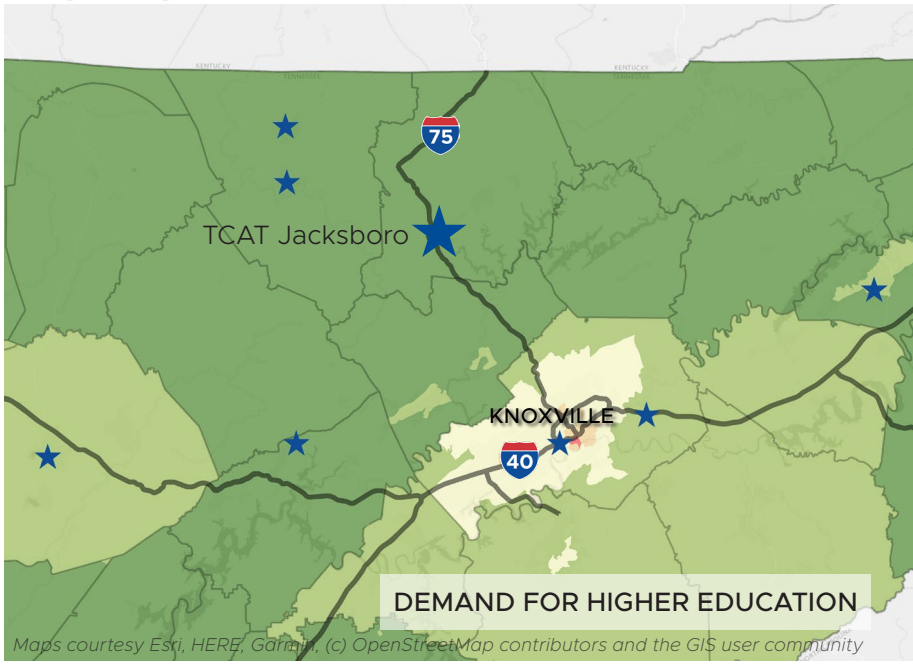
## LEADERSHIP VISION

**Debbie Petree, President**

Our vision at TCAT Jacksboro is to provide open access, completion, and community and workforce development. To accomplish this, we plan to adjust our program inventory to meet the needs of our service area. Providing additional training opportunities will allow us to serve our community and provide the employees needed by employers.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Jacksboro's Main Campus is located very close to I-75 and within an hour's drive of a large, multi-county area of higher education need. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Several manufacturers in the area employ TCAT graduates

» The tourism industry is significant and becoming year-round

» Agriculture and cattle are a big part of the local economy

» Empoyers are struggling to find workers to hire; it's a challenge to get people to go to work

# FACILITY CONTEXT





## FACILITY CONDITION

Many of TCAT Jacksboro's existing facilities are in poor condition. Most buildings are more than 50 years old, and many spaces are inadequate for their intended purposes. The new building has provided much-needed space for technical programs. Local leaders commented on how the building does not seem technology related even though great work is happening inside.

The building construction program is located in temporary space and its classroom is located in a storage shed that is completely inadequate. Many other program spaces are dated and unprofessional.

## RECENT IMPROVEMENTS

The new shop building was constructed as recommended in the previous Master Plan, but no other major recommendations of the previous plan have been implemented. The Pharmacy program was added in space formerly used as a conference room. Several other programs were also added on campus.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Collision Repair

» Correctional Officer

» Diesel Equipment

» EMT

» Farming Operations

» Logistics

» Medical Assistant

» Truck Driving

The new TCAT Knoxville campus in Clinton is located a short drive from TCAT Jacksboro and may duplicate some programs on this campus.

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| HVAC upgrades | 2017 |
| Accessibility improvements | 2019 |
| New shop building | 2020 |
| Minor interior renovations | varied |

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» Multipurpose meeting space is currently too small and there is no existing industry training space

» Faculty office space is too small

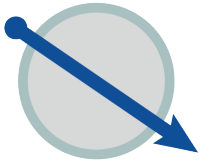
» Student commons space is too small

» Existing academic and general storage space is inadequate

» The amount of other types of spaces is adequate, but they are of poor quality

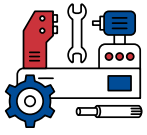
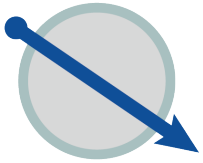


# PROGRAM ASSESSMENTS

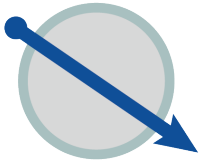
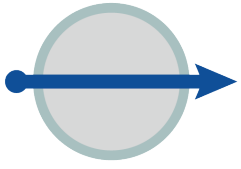
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 6 |  |  |  |
| Automotive Technology | 19 |  |  |  |
| Building Construction Technology | 1 | NEW PROGRAM | NOT AVAILABLE |  |
| Computer Information Technology | 20 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

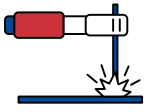
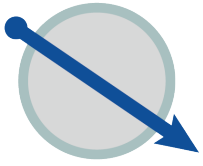
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Cosmetology | 18 | PROGRAM NEW TO MAIN CAMPUS |   |   |
|  Hospitality | 2 | NEW PROGRAM | NOT AVAILABLE |   |
|  HVAC | 13 | NEW PROGRAM |   |   |
|  Machine Tool Technology | 10 |  |   |   |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Pharmacy Technician | 13 | NEW PROGRAM |   |   |
|  Powersports Technology | 8 |  |   |   |
|  Practical Nursing (LPN) | 32 |  |   |   |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Residential Electricity/ Manufacturing Technology | 16 | NEW PROGRAM |   |   |
|  Welding | 13 |  |   |   |

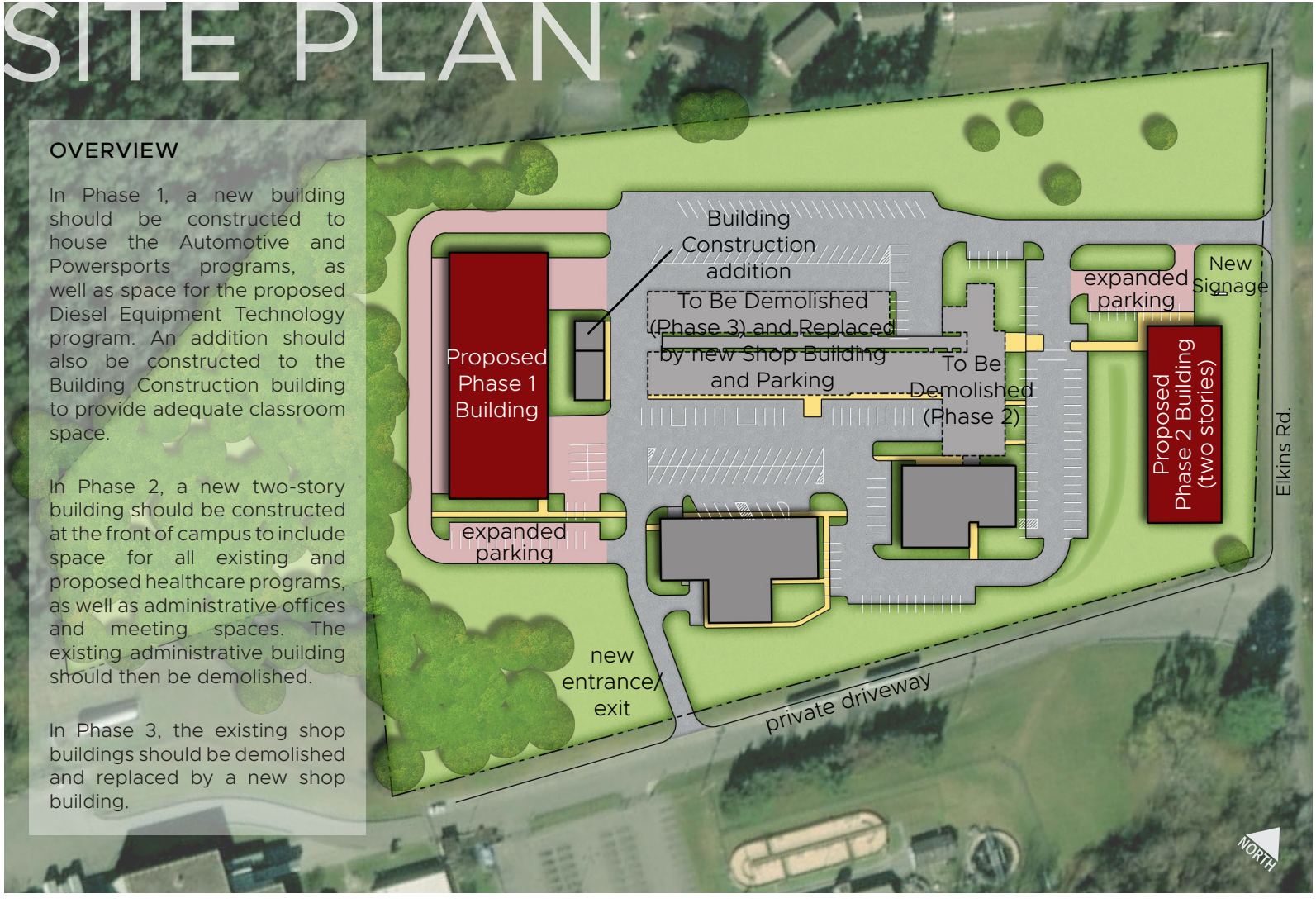
# SITE PLAN

## OVERVIEW

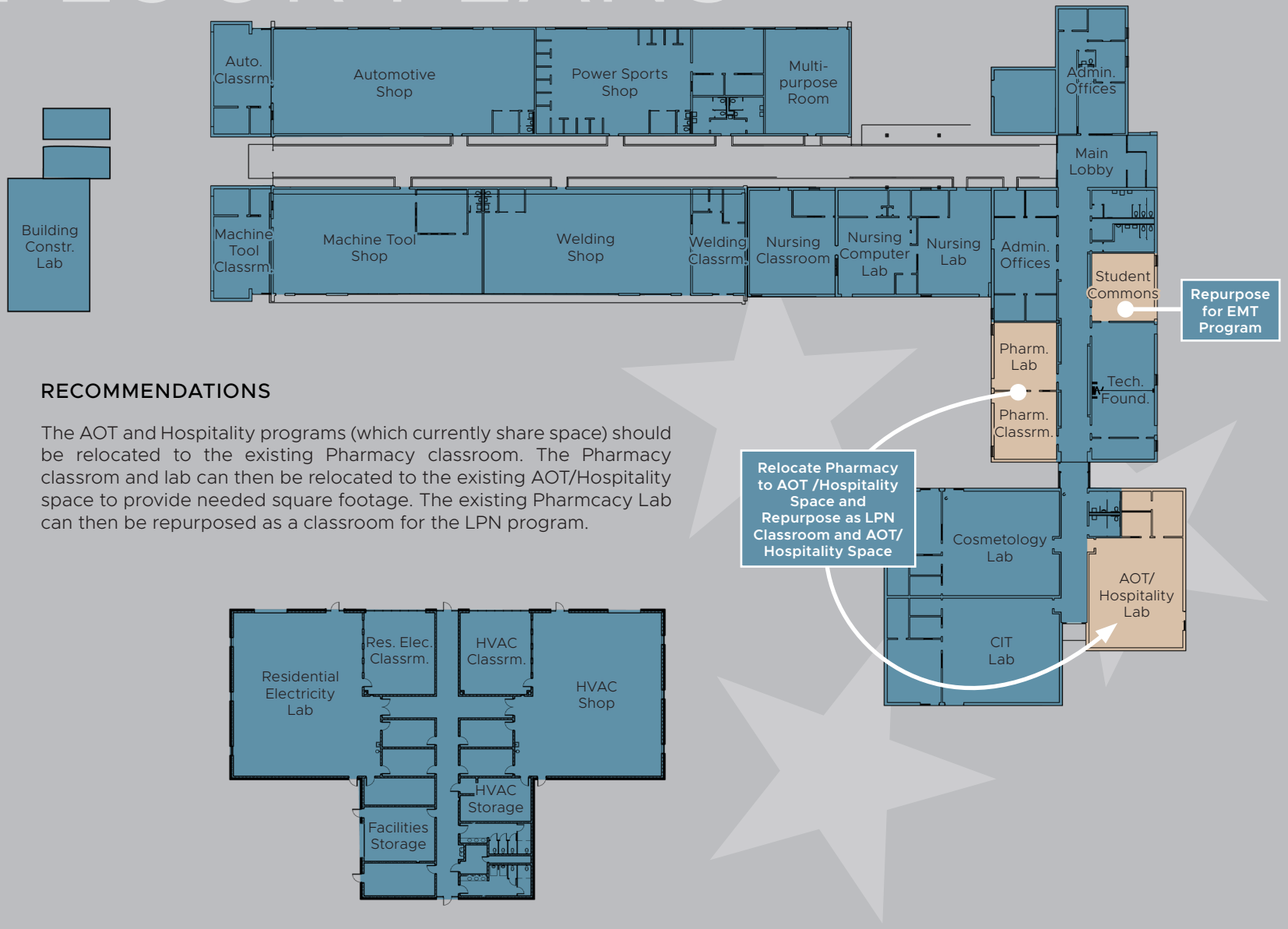
In Phase 1, a new building should be constructed to house the Automotive and Powersports programs, as well as space for the proposed Diesel Equipment Technology program. An addition should also be constructed to the Building Construction building to provide adequate classroom space.

In Phase 2, a new two-story building should be constructed at the front of campus to include space for all existing and proposed healthcare programs, as well as administrative offices and meeting spaces. The existing administrative building should then be demolished.

In Phase 3, the existing shop buildings should be demolished and replaced by a new shop building.



# FLOOR PLANS




## RECOMMENDATIONS

The AOT and Hospitality programs (which currently share space) should be relocated to the existing Pharmacy classroom. The Pharmacy classrom and lab can then be relocated to the existing AOT/Hospitality space to provide needed square footage. The existing Pharmcacy Lab can then be repurposed as a classroom for the LPN program.



# TCAT JACKSON
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
JACKSON

2468 Technology Center Drive | Jackson, TN 38301 | tcatjackson.edu

# JACKSON
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**187**

UP FROM
**180** in **2012-13**

BUILDINGS: 1960s, 1970, 1980s

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**74,000**

Gross sq. ft.

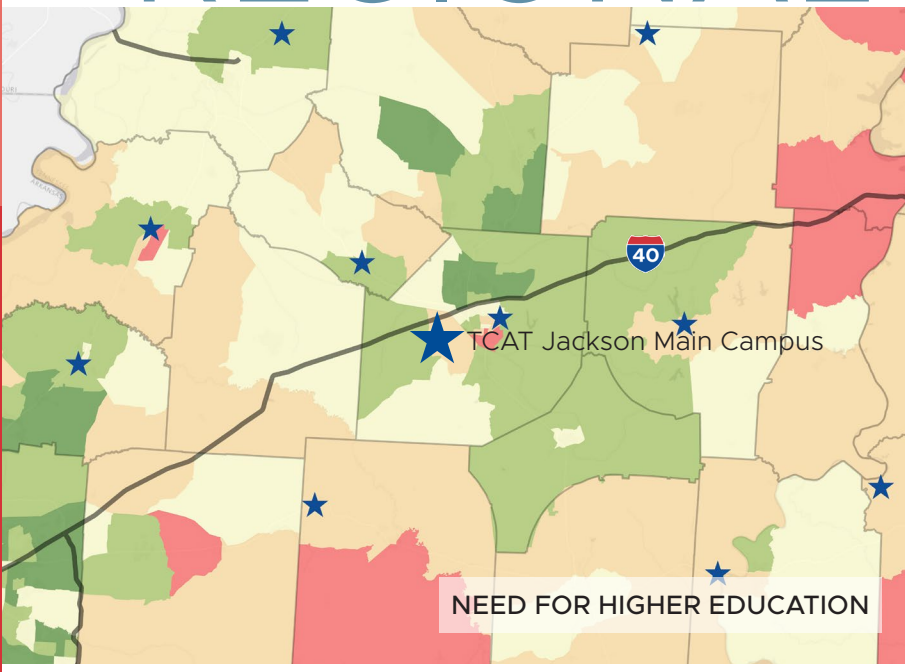


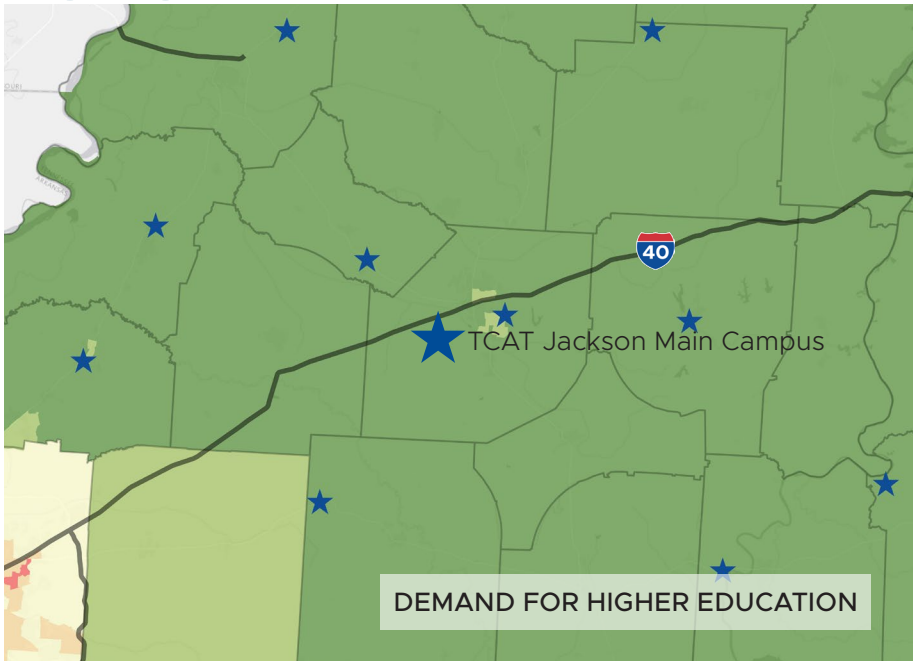
## LEADERSHIP VISION

**Jeff Sisk, President**

TCAT Jackson will deliver excellent workforce development activities that will be of benefit to our entire service area. We will forge mutually beneficial partnerships with industry, business, and other institutions and will become a critical component of our region's economic development activities. Our instructional programs will be innovative in their use of technology to enrich our students' overall learning experience. We will value the talents of our students, faculty, and staff and will strive to contribute positively to overall wellbeing of our service delivery area's quality of life.

# REGIONAL CONTEXT




Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Jackson's Main Campus is located near several areas of higher education need. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Healthcare and automotive parts manufacturing form a significant part of the regional economy

» Employers are desperate for workers but labor participation rate is low

» Hospitality industry is growing

» Jackson's population increases significantly during the day

» Ford is constructing a major assembly plant at the Megasite and will transform the regional economy

# FACILITY CONTEXT





## FACILITY CONDITION

Many of TCAT Jackson's facilities have been renovated and are in acceptable condition, but some of the space is old and no longer adequate for its intended purpose or has building systems issues. A significant number of additions over time has created inefficiencies and is hard for some students to navigate. Local leaders commented on how the building does not reflect the high quality of the training that occurs inside. The Surgical Technology program space is currently inadequate in lab space.

## RECENT IMPROVEMENTS

No major recommendations of the previous Master Plan have been implemented. Since the previous plan, the Administrative Office and Medical Office Assistant programs were discontinued and the Cosmetology program was started in what was previously vacant space.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members did not recommend any future academic programs for this campus at this time.

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is currently no dedicated multipurpose meeting space or industry training space

» Existing academic storage space is inadequate

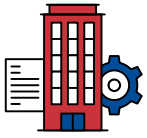
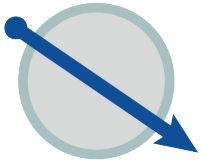
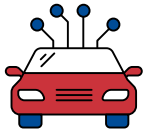
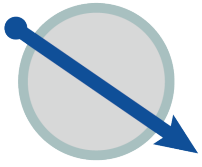
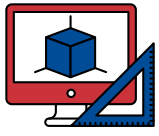
» The amount of other types of spaces is adequate, but some are of poor quality

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Additions and major renovations | 2020 |
| HVAC upgrades | 2020 |
| Restroom and ADA upgrades | 2020 |
| Admin. bldg. renovations, entrance improvements | 2020 |
| Minor interior renovations | varied |

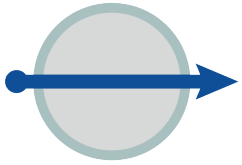
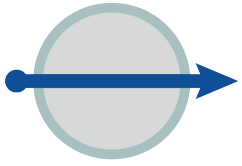


# PROGRAM ASSESSMENTS

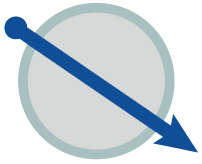
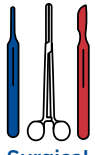
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Administrative Office Technology | 5 |  |   |   |
|  Auto Body/ Collision Repair | 13 |  |   |   |
|  Automotive Technology | 15 |  |   |   |
|  CAD Technology | 9 |  | NOT AVAILABLE |   |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

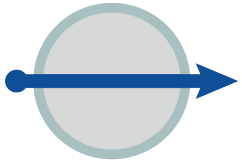
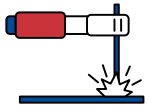
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Computer Information Technology | 24 |  |  |  |
| Health Information Management | 5 | NEW PROGRAM |  |  |
| HVAC | 16 |  |  |  |
| Industrial Maintenance | 19 |  | NOT AVAILABLE |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Practical Nursing (LPN) | 17 |  |   |   |
|  Residential Electricity | 23 | NEW PROGRAM |   |   |
|  Surgical Technology | 13 |  |   |   |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Truck Driving | 6 |  |   |   |
|  Welding | 22 |  |   |   |

# SITE PLAN

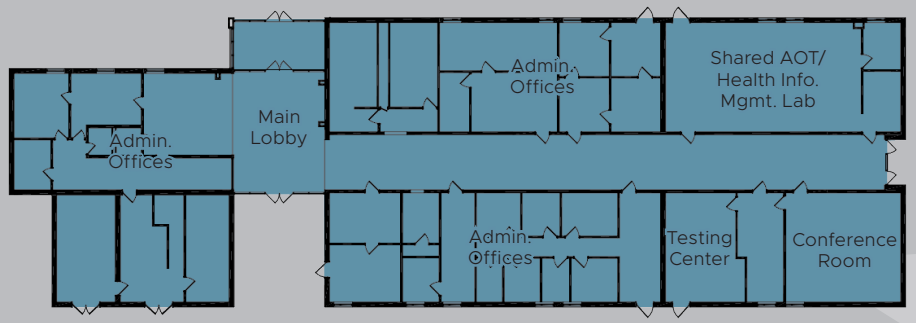



## OVERVIEW

The proposed building should include a classroom, instructor offices, and a simulator, all for the Truck Driving program, as well as a multipurpose meeting room or industry training space.

New signage should be installed on U.S. Highway 70 in the location of the existing signage.

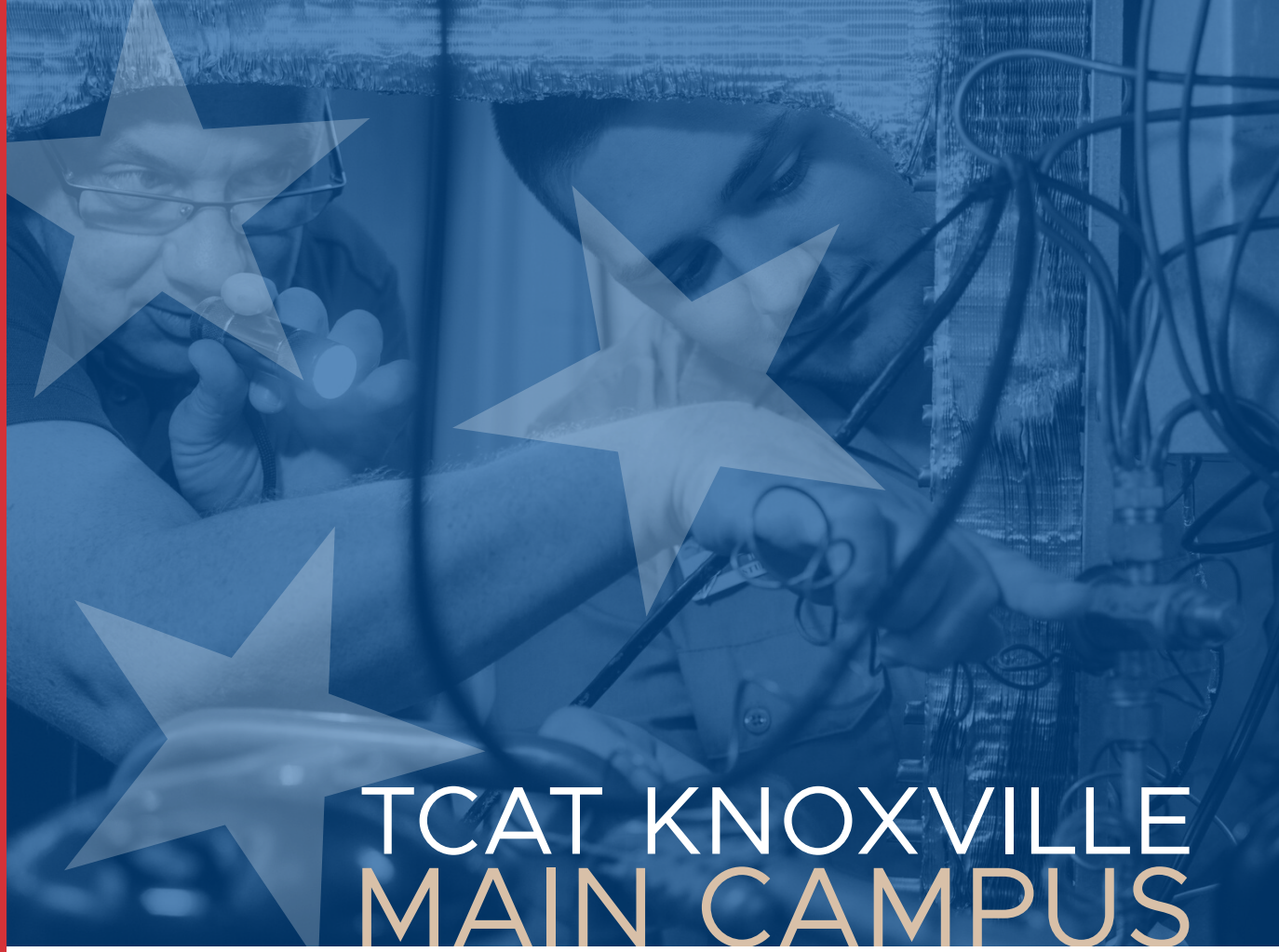
# FLOOR PLANS


Admin. Offices
Main Lobby
Admin. Offices
Shared AOT/ Health Info. Mgmt. Lab
Admin. Offices
Testing Center
Conference Room


Admin. Offices
Bookstore

# FLOOR PLANS


Welding Shop
Welding Classroom
Automotive Classroom
Automotive Shop
Automotive Shop
Move Duplicate Welding Lab and Classroom and Repurpose Existing Space as Industry Training Space
CIT Classroom
CIT Lab
Welding Classroom
Welding Shop
Storage
Student Commons
Surgical Technology Lab
Nursing Lab
Surg. Tech. Classrm.
Nursing Classrm.
Tech. Foundations
Nursing/ Surg. Tech. Open Lab
Student Commons
CAD Lab
Industrial Maintenance Automation Classroom
Industrial Maintenance Lab
Tiered Classroom
Collision Repair Classroom
Collision Repair Shop
HVAC Shop
HVAC Shop
HVAC Classroom



# TCAT KNOXVILLE
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
KNOXVILLE

1100 Liberty Street | Knoxville, TN 37919 | tcatknoxville.edu

# KNOXVILLE
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**478**

UP FROM
**418** in **2012-13**

BUILDINGS: 1968, 1990

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**92,000**

Gross sq. ft.



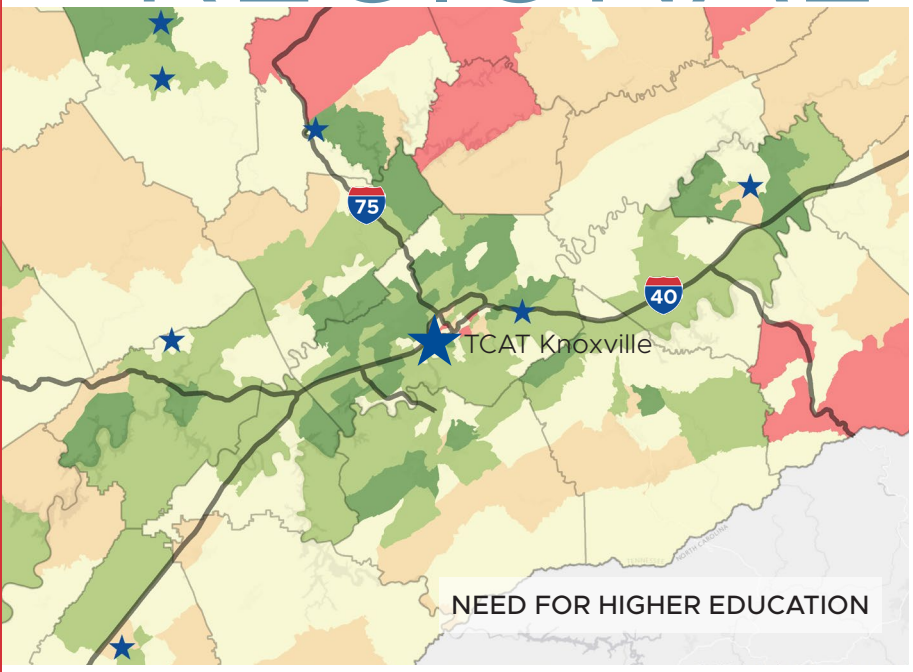
## LEADERSHIP VISION

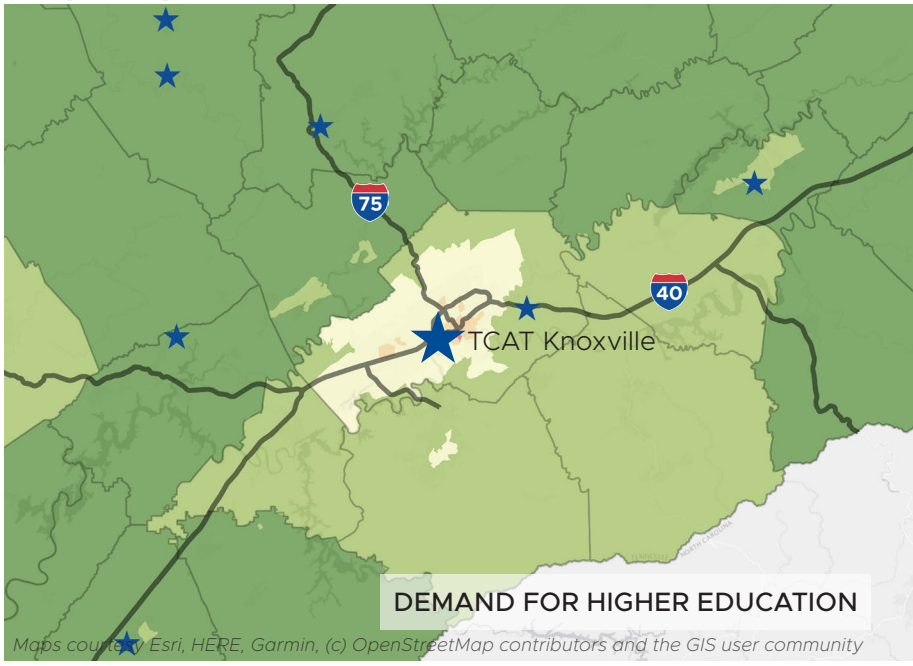
**Kelli Chaney, President**

TCAT Knoxville is committed to meeting the workforce demand of East Tennessee with an innovative approach to training and education. The end user of technical education is the engaged employers that hire our students and serve on the TCAT's advisory boards.

It is important that we listen to industry every step of the way. Having modern facilities that drive innovation and breed industry relevance will be a catalyst for community, workforce and economic development in the region.

# REGIONAL CONTEXT




Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Knoxville's Main Campus is located at the center of the Knoxville metropolitan region, which includes areas of high and moderately high need and demand for higher education. This shows that demographic factors such as low educational attainment and high poverty will combine with population density and projected population growth to contribute to significant enrollment growth.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Regional growth opportunities for advanced manufacturing

» Cyber security and other information technology skills are in high demand

» TCAT's intentional leadership and strategic enrollment management targets communities at the grass roots level by being involved in rural neighborhoods and K-12 schools

# FACILITY CONTEXT






## FACILITY CONDITION

TCAT Knoxville's existing facilities are in poor condition. All buildings on the east side of Liberty Street are more than 50 years old, and delayed maintenance in buildings and building systems has led to significant issues that make many spaces unusable or inadequate for their intended purposes. The Transportation Building has issues with flooding and is beyond the end of its intended life. Local leaders noted that the campus looks like an elementary school from the outside and does not show innovation.

## RECENT IMPROVEMENTS

No major improvements have occurred since the previous Master Plan have been implemented. A new TCAT Knoxville campus in Anderson County (in partnership with Roane State Community College) opened in 2021. Another new TCAT Knoxville campus in Blount County (in partnership with Pellissippi State) will open in 2022.

The Industrial Maintenance program was relocated to the Strawberry Plains campus and that space was repurposed for the Pipefitting program.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Broadband/Fiber Optic Technology

» Building Construction Trades

» Cybersecurity

» Heavy Equipment Operator

» Line Workers

» Massage Therapy

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| HVAC updates | 2017 |
| Parking lot repaving | 2019 |
| Security updates | 2020 |
| Minor interior renovations | varied |

» Multipurpose meeting space is currently too small

» Faculty office space is too small

» Existing academic and general storage space is inadequate

» The amount of other types of spaces is adequate, but they are of poor quality

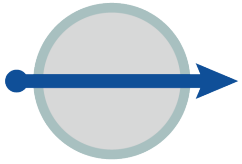
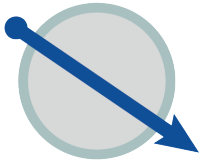
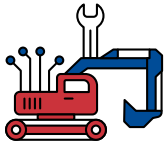
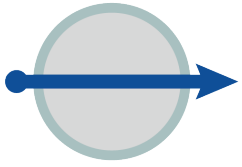
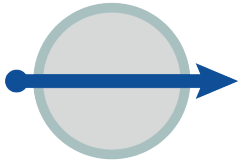


# PROGRAM ASSESSMENTS

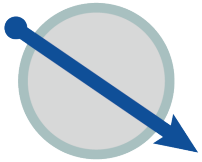
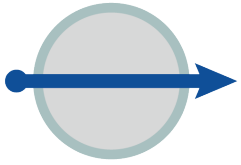
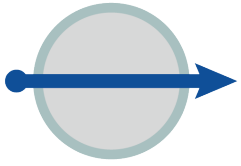
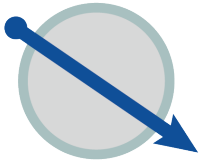
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 11 | ↘ | MEDIUM | MEDIUM |
| Auto Body/ Collision Repair | 19 | → | MEDIUM | MEDIUM |
| Automotive Technology | 21 | → | MEDIUM | MEDIUM |
| Computer Information Technology | 17 | → | MEDIUM | MEDIUM |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

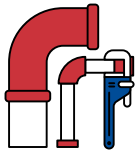
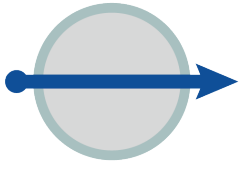
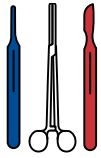
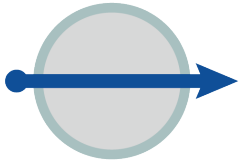
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Cosmetology | 34 |  |  |  |
|  Dental Assistant | 13 |  |  |  |
|  Diesel Equipment Technology | 19 |  |  |  |
|  HVAC | 18 |  |  |  |

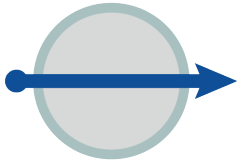
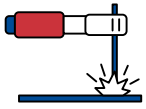
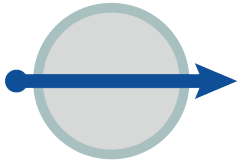
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Industrial Electricity | 20 |  |  |  |
| Machine Tool Technology | 18 |  |  |  |
| Medical Assisting | 12 |  |  |  |
| Medical Office Information Technology | 15 |  |  |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Nursing Assistant (CNA) | 5 |  |   |   |
|  Pipefitting | 15 | NEW PROGRAM | NOT AVAILABLE |   |
|  Practical Nursing (LPN) | 108 |  |   |   |
|  Surgical Technology | 32 |  |   |   |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Truck Driving | 8 |  |   |   |
|  Welding Technology | 14 |  |   |   |



# SITE PLAN

## EXISTING CAMPUS OVERVIEW

In Phase 1, all health programs should relocate to the proposed West Knoxville campus (shared with Roane State). An LPN program should also remain on this campus, since it is more accessible by public bus.

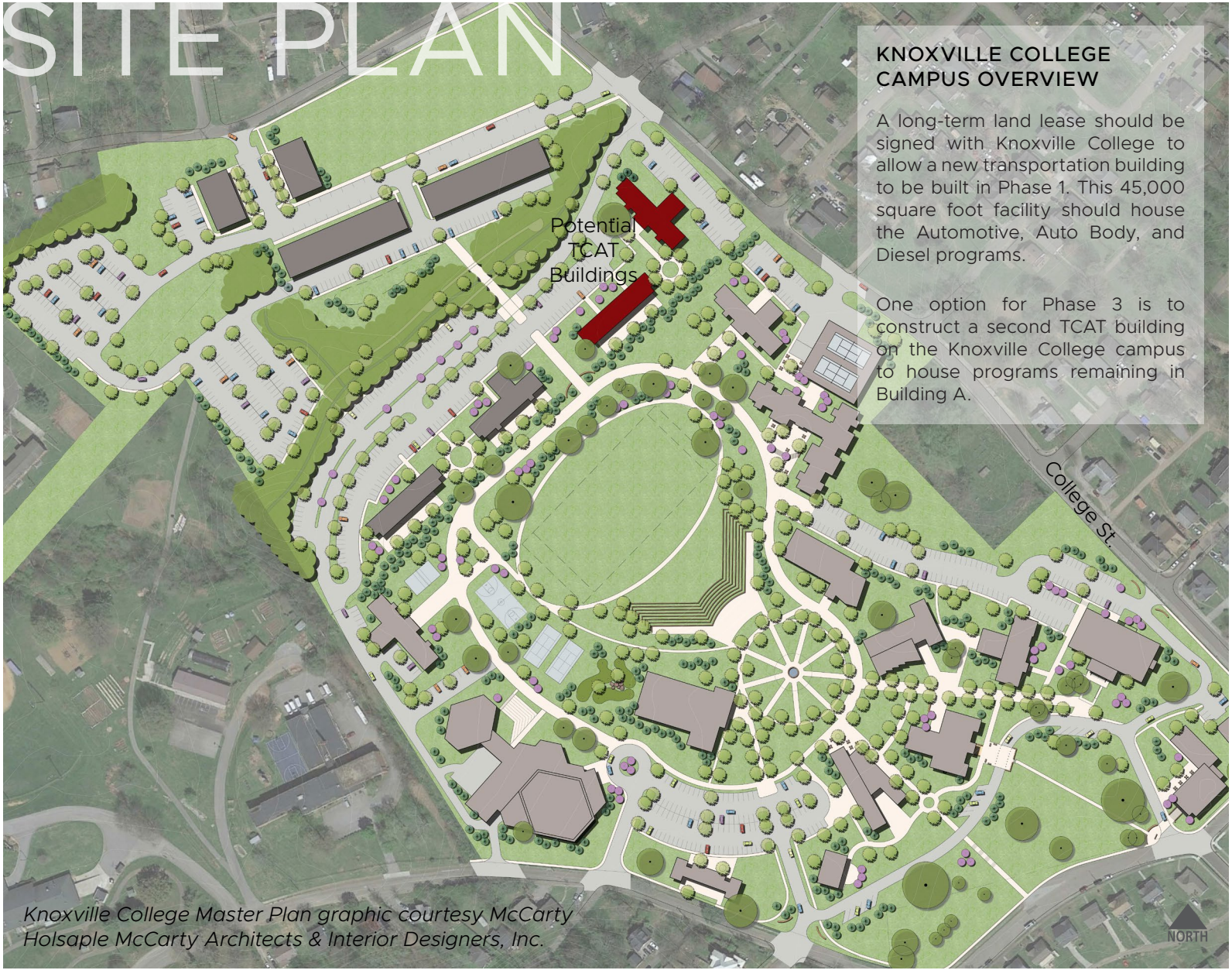
In Phase 2, a new transportation building should be built on the Knoxville College campus (see following page). The Truck Driving pad can remain where it is. Building C should be demolished and replaced with parking and space for the proposed Line Worker program.

In Phase 3, a new multi-story 50,000 square foot should be constructed to be visible from I-40. This should accommodate all functions from Building B that were not relocated to West Knoxville or Knoxville College. Building B should then be demolished

There are two options for Phase 4. Either a new multi-story building could be constructed to be shared with Pellissippi State and house all programs remaining in Building A, or a second building could be constructed on the Knoxville College campus.



# SITE PLAN



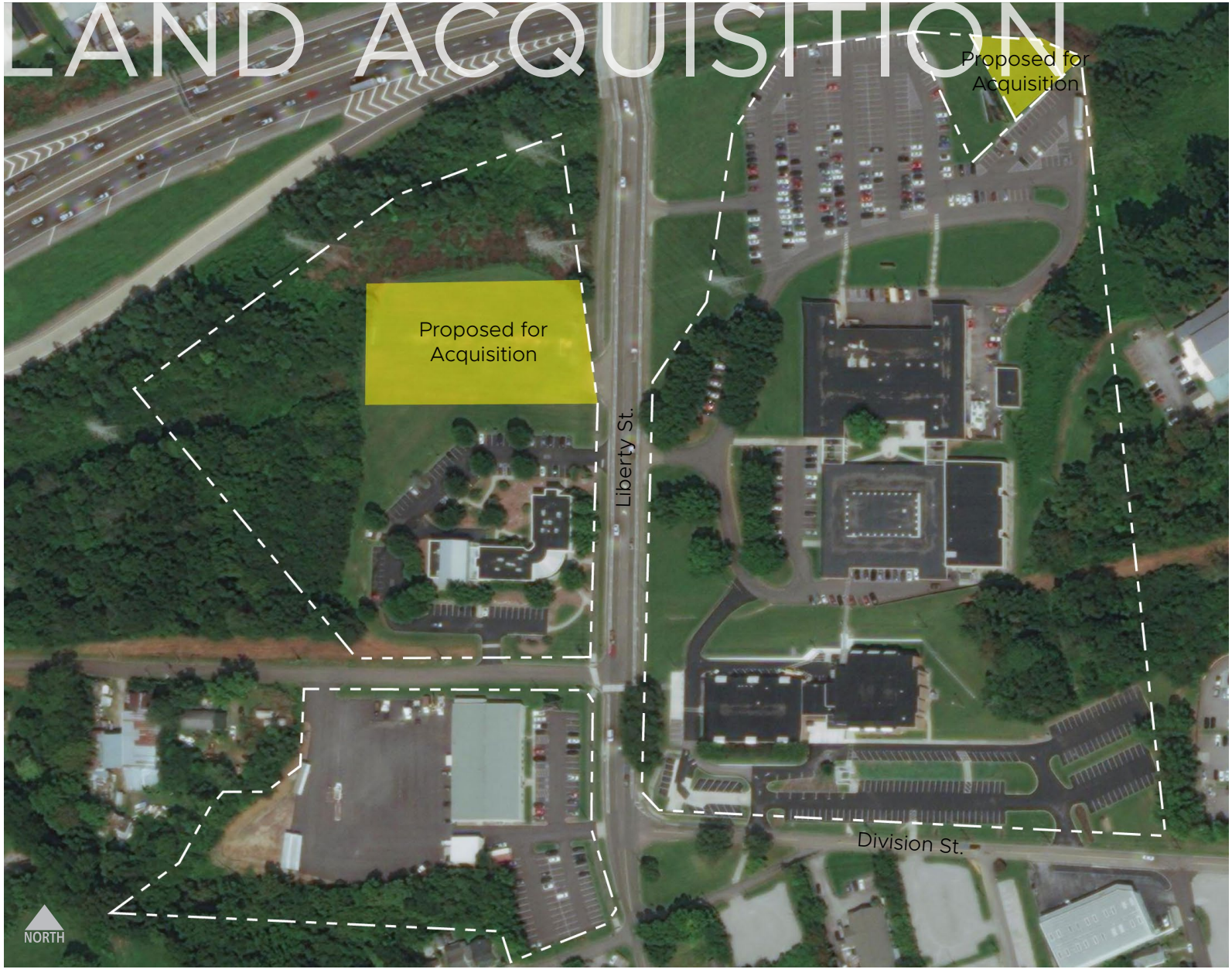

*Knoxville College Master Plan graphic courtesy McCarty Holsaple McCarty Architects & Interior Designers, Inc.*

## KNOXVILLE COLLEGE CAMPUS OVERVIEW

A long-term land lease should be signed with Knoxville College to allow a new transportation building to be built in Phase 1. This 45,000 square foot facility should house the Automotive, Auto Body, and Diesel programs.

One option for Phase 3 is to construct a second TCAT building on the Knoxville College campus to house programs remaining in Building A.

# LAND ACQUISITION



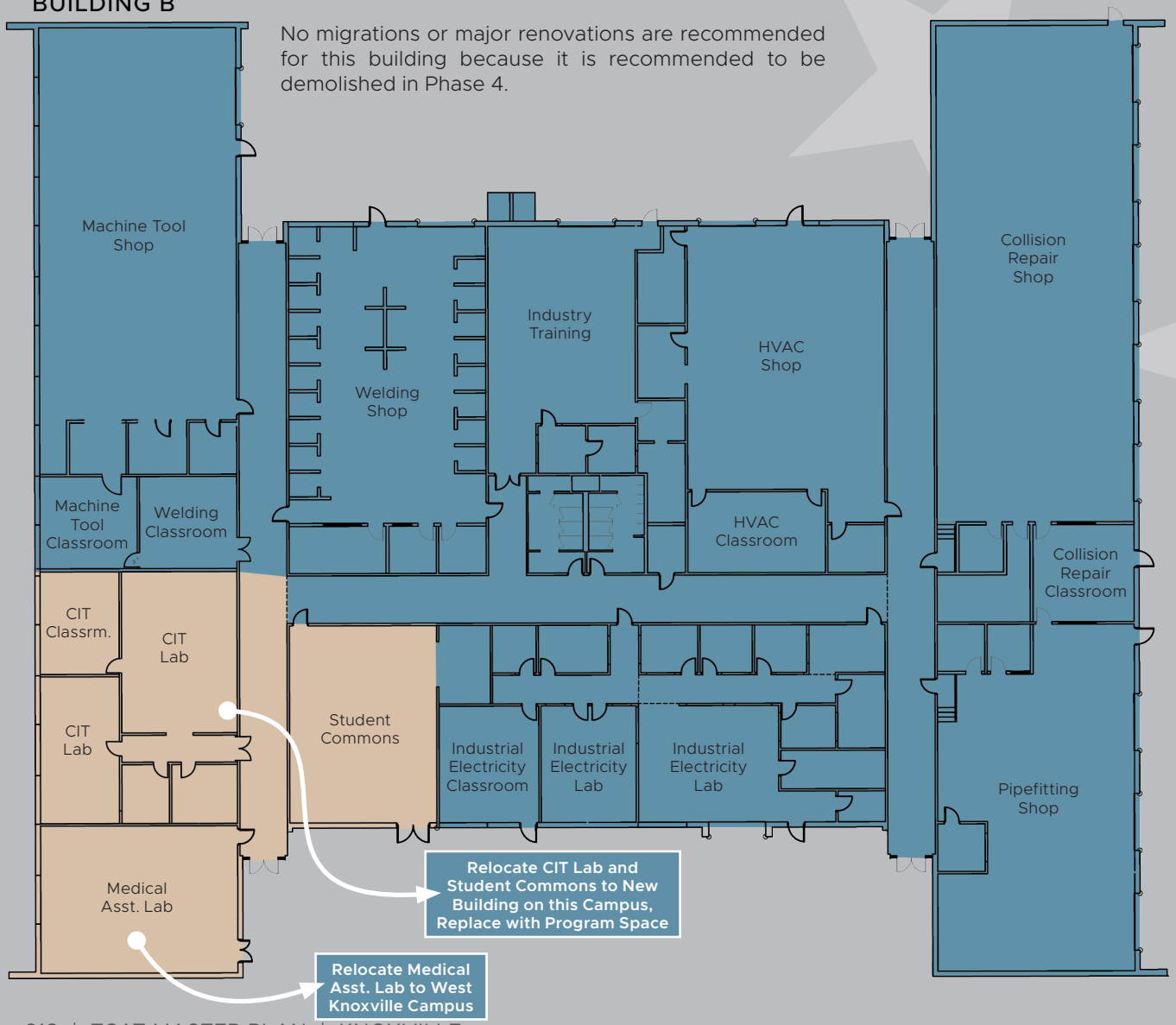
# LAND ACQUISITION



# FLOOR PLANS

## BUILDING B

No migrations or major renovations are recommended for this building because it is recommended to be demolished in Phase 4.

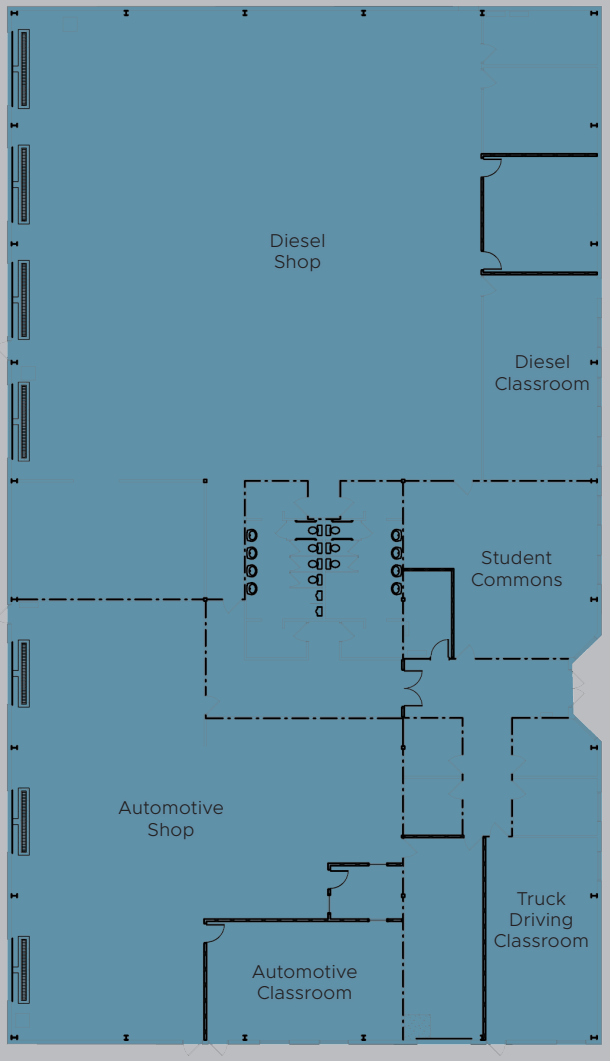


## BUILDING A




Most of this building will be vacated when all medical programs except a section of the LPN program are relocated to the West Knoxville campus. All remaining functions in this building will be relocated to the new building on this campus in Phase 2. Building B can serve as flex space or space for new programs in the interim, but should be demolished after Phase 2 is complete.

## BUILDING C




No migrations or major renovations are proposed in this building, since it is proposed to be demolished.



# TCAT JACKSON
## LEXINGTON CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
JACKSON

230 South Broad Street | Lexington, TN 38351 | tcatjackson.edu

# LEXINGTON
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**77**

DOWN FROM
**108** in **2012-13**

BUILDING: 1974

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**31,000**

Gross sq. ft.

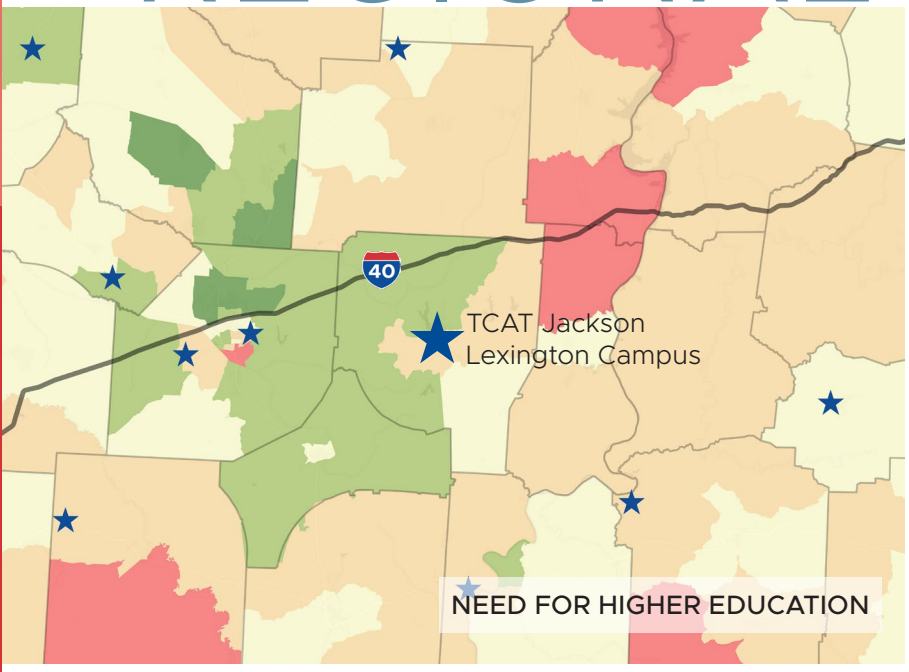


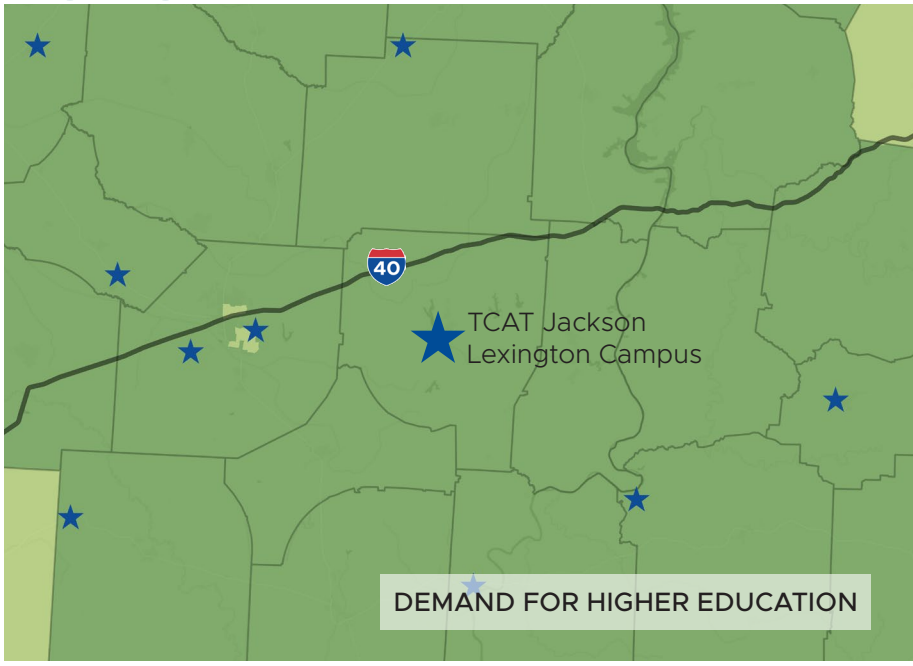
## LEADERSHIP VISION

**Jeff Sisk, President**

TCAT Jackson will deliver excellent workforce development activities that will be of benefit to our entire service area. We will forge mutually beneficial partnerships with industry, business, and other institutions and will become a critical component of our region's economic development activities. Our instructional programs will be innovative in their use of technology to enrich our students' overall learning experience. We will value the talents of our students, faculty, and staff and will strive to contribute positively to overall wellbeing of our service delivery area's quality of life.

# REGIONAL CONTEXT




Low | Moderately Low | Moderate | Moderately High | High | State-Owned TBR Campus

## NEED AND DEMAND

TCAT Jackson's Lexington Campus is located near several areas of higher education need. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this region.

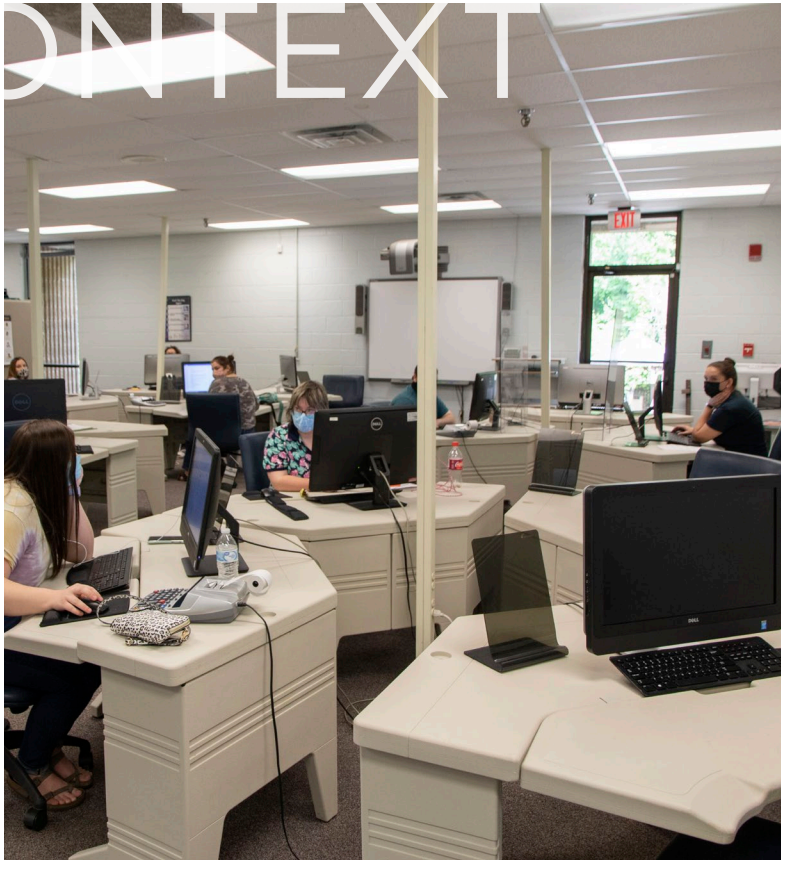
## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- There is a fairly large manufacturing job base for a small town
- Employers are desperate for workers but labor participation rate is low

# FACILITY CONTEXT




## FACILITY CONDITION

Existing facilities at TCAT Jackson's Lexington campus were originally constructed as a high school vocational building. They are in poor condition and are nearly 50 years old. Very few spaces have been renovated and nearly all of them are inadequate for their intended purposes.

## RECENT IMPROVEMENTS

The previous Master Plan did not recommend any major improvements on this campus and no significant upgrades have occurred since the previous plan.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended that a CAD program be offered on this campus.

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is currently no industry training space

» Student commons space is too small

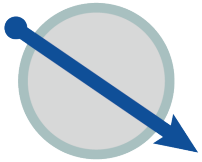
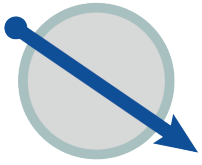
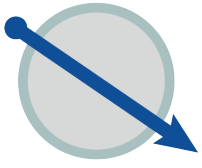
» Faculty office space is too small

» Existing academic storage space is inadequate

» The amount of other types of spaces is adequate, but they are of poor quality

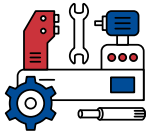
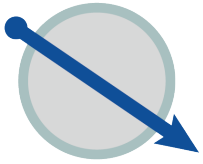
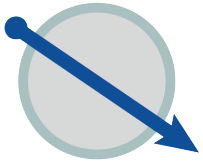
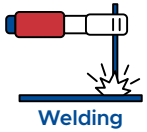
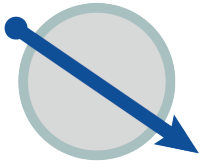


# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 7 |  |  |  |
| Computer Information Technology | 16 |  |  |  |
| Hospitality | 2 | NEW PROGRAM | NOT AVAILABLE |  |
| Industrial Electricity | 15 |  | NOT AVAILABLE |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Machine Tool Technology | 9 |  |   |   |
|  Practical Nursing (LPN) | 15 |  |   |   |
|  Welding | 14 |  |   |   |

# SITE PLAN



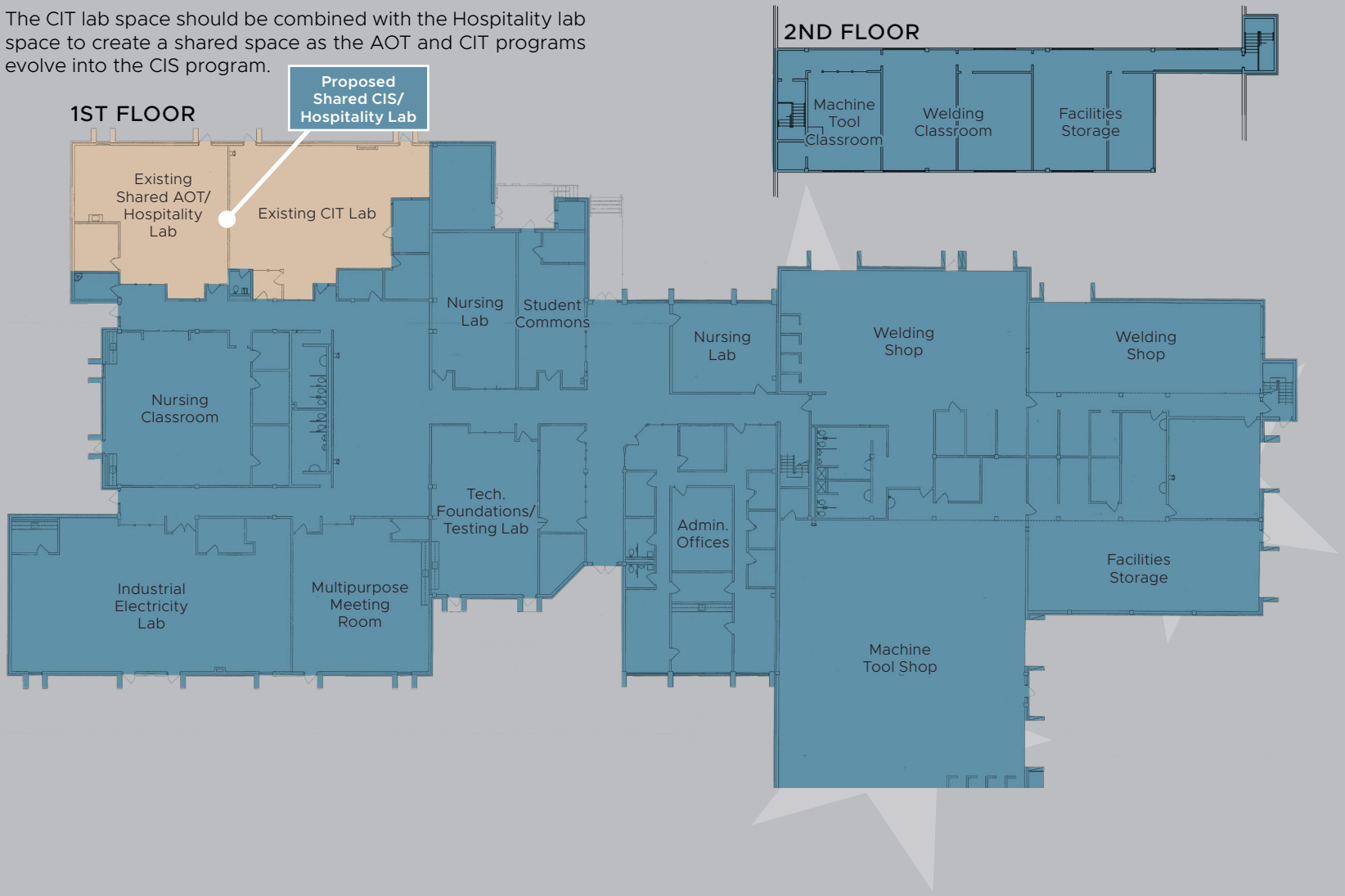

## OVERVIEW

Due to the condition of the existing facility and issues with access and visibility, a new building should be constructed by the road. This two-story building should include enough space for all existing programs.

# FLOOR PLANS

## RECOMMENDATIONS

The CIT lab space should be combined with the Hospitality lab space to create a shared space as the AOT and CIT programs evolve into the CIS program.







# TCAT LIVINGSTON
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
LIVINGSTON

740 Hi Tech Drive | Livingston, TN 38570 | tcatlivingston.edu

# LIVINGSTON
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**153**

DOWN FROM
**274** in **2012-13**

BUILDINGS: 1966, ‘76, ‘97, ’21

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**90,000**

Gross sq. ft.

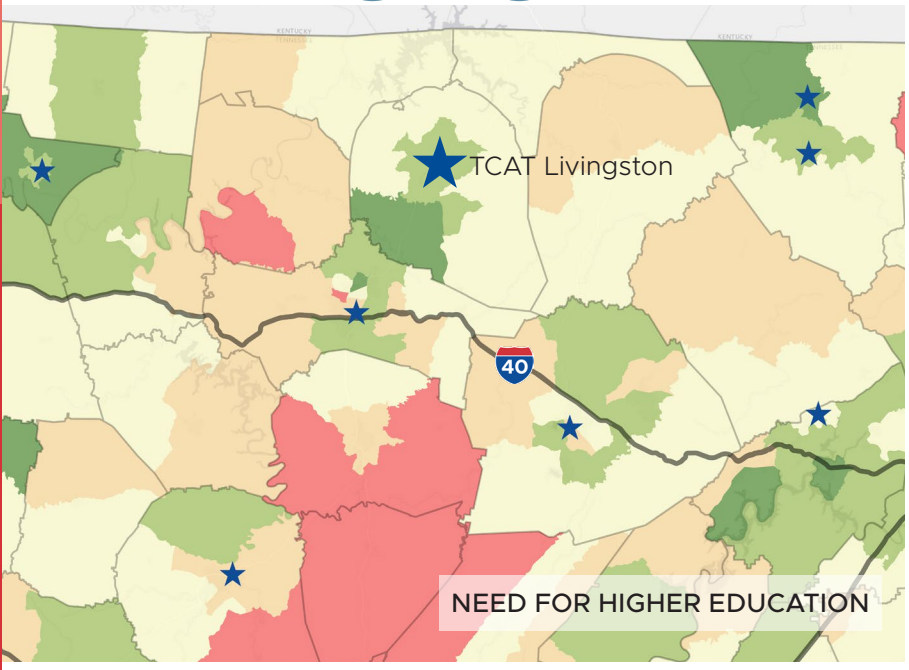


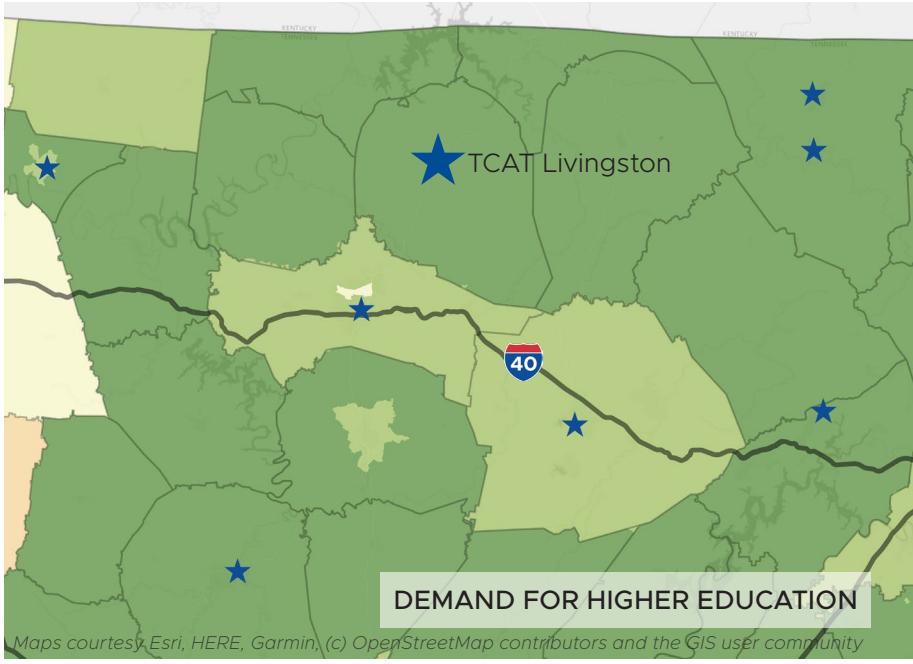
## LEADERSHIP VISION

**Myra West, President**

TCAT Livingston did not provide a vision statement for the Master Plan.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Livingston's Main Campus is located within an hour's drive of several areas of higher education need. The campus is also located in a large area of moderately low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Unemployment rate is very low and many potential students choose jobs rather than enrolling

» Increase in new businesses locating here, including logistics, electric vehicle parts, IT

» Injection molding is a local industry niche and is growing

» Our partnerships help us attract jobs

» No major community college presence in the area

» Working with high schools

# FACILITY CONTEXT





## FACILITY CONDITION

Many of TCAT Livingston's existing facilities have been renovated, and one new building has been constructed, but the majority of space is more than 40 years old, and there are some delayed maintenance issues that make some spaces not ideal for their intended purposes. The bypass (Highway 111) was constructed after the campus was built, so the main entrance faces what is now a side road.

## RECENT IMPROVEMENTS

The Diesel Technology building recommended in the previous Master Plan was constructed as an Automotive/Logistics building. The additions proposed in the previous Master Plan were not implemented, but the Welding program was separated from Industrial Maintenance.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Culinary arts

» Cybersecurity

» Graphic design

» Electrical & plumbing tech.

» HVAC

» Injection molding/robotics

» Truck driving

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» The existing multipurpose meeting space also serves as industry training space and is too small

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Security updates | 2018 |
| Electrical updates | 2020 |
| Plumbing updates | 2021 |
| New Automotive/Logistics building | 2021 |
| Minor interior renovations | varied |

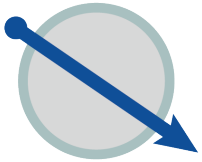
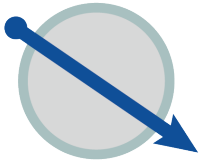
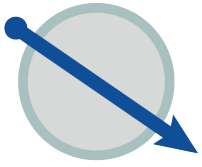
» Faculty office space is too small

» Existing academic storage space is inadequate

» The amount of other types of spaces is adequate, but some are of poor quality

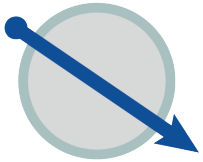
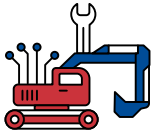


# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 10 |  |  |  |
| Auto Body/ Collision Repair | 1 |  |  |  |
| Automotive Technology | 13 |  |  |  |
| Building Construction Technology | 11 |  | NOT AVAILABLE |  |

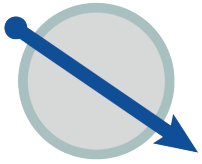
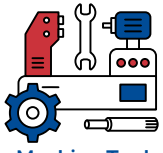
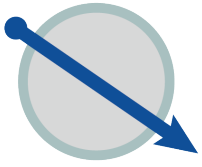
*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Information Technology | 8 |  |  |  |
|  Cosmetology | 24 |  |  |  |
|  Diesel Equipment Technology | 3 | NEW PROGRAM |  |  |
|  EMT | 0 | NEW PROGRAM |  |  |

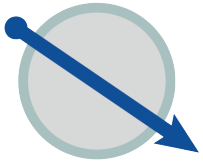
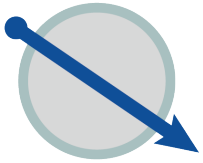
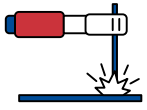
*Note: The EMT program had just opened when the Master Plan was prepared, and so did not have enrollment in the 2020-21 academic year.*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Industrial Maintenance | 12 |  |  |  |
|  Logistics | 0 | NEW PROGRAM | NOT AVAILABLE |  |
|  Machine Tool | 2 |  |  |  |
|  Medical Assistant/ Patient Care | 0 | NEW PROGRAM |  |  |

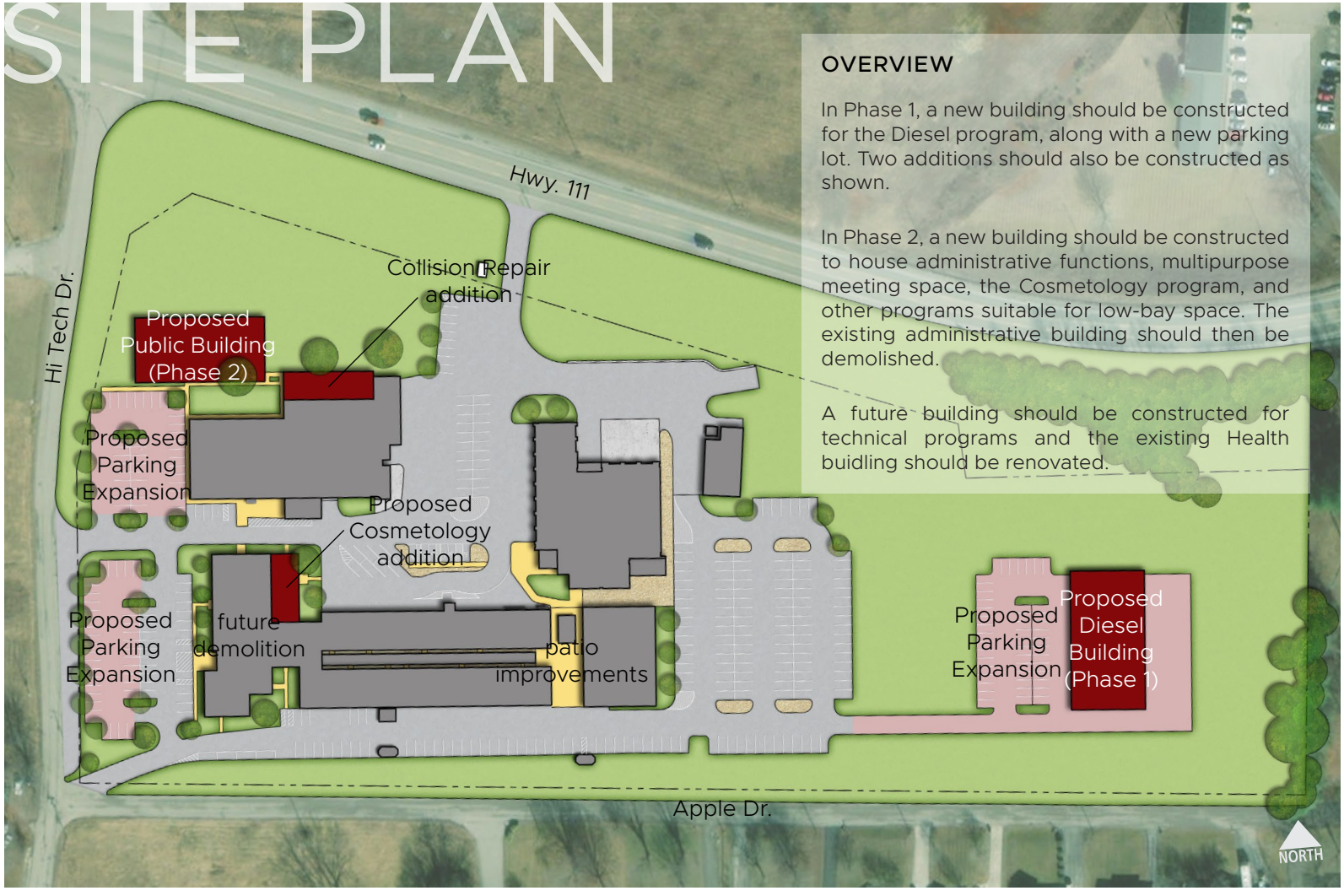
*Note: The Logistics program had just opened when the Master Plan was prepared, and so did not have enrollment in the 2020-21 academic year. The Patient Care program is also new and has primarily dual enrollment students. The Machine Tool instructor was on extended leave during the Master Plan.*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Pharmacy Technician | 9 |  |   |   |
|  Practical Nursing (LPN) | 31 |  |   |   |
|  Electrical and Plumbing Technology | 0 | NEW PROGRAM | NOT AVAILABLE |   |
|  Welding | 11 | NEW PROGRAM |   |   |

*Note: The Electrical and Plumbing Technology program had just opened when the Master Plan was prepared, and so did not have enrollment in the 2020-21 academic year.*

# SITE PLAN




## OVERVIEW

In Phase 1, a new building should be constructed for the Diesel program, along with a new parking lot. Two additions should also be constructed as shown.

In Phase 2, a new building should be constructed to house administrative functions, multipurpose meeting space, the Cosmetology program, and other programs suitable for low-bay space. The existing administrative building should then be demolished.

A future building should be constructed for technical programs and the existing Health buidling should be renovated.

# LAND ACQUISITION

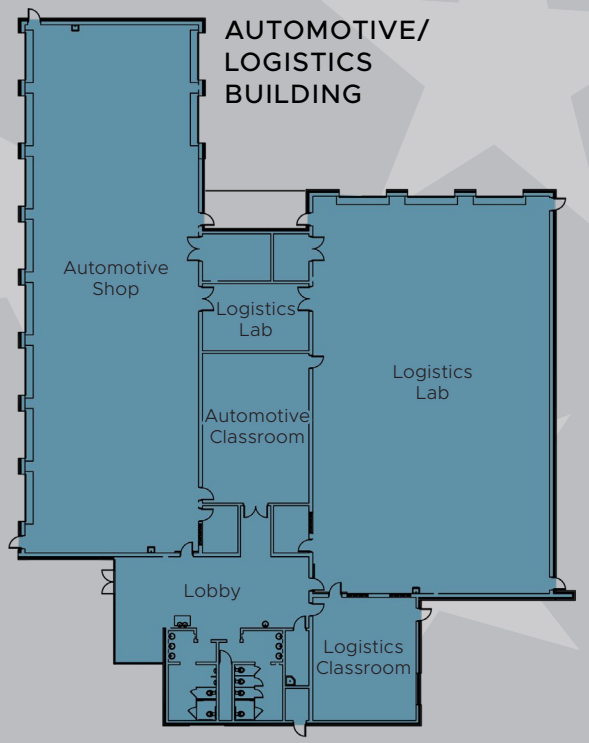


# FLOOR PLANS

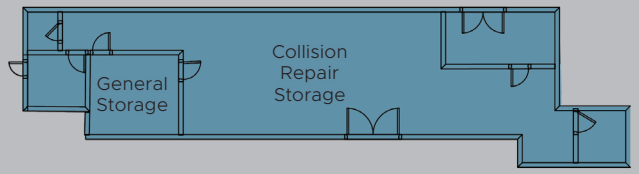
## RECOMMENDATIONS

Note: floor plans are not to scale and do not reflect all rooms accurately.

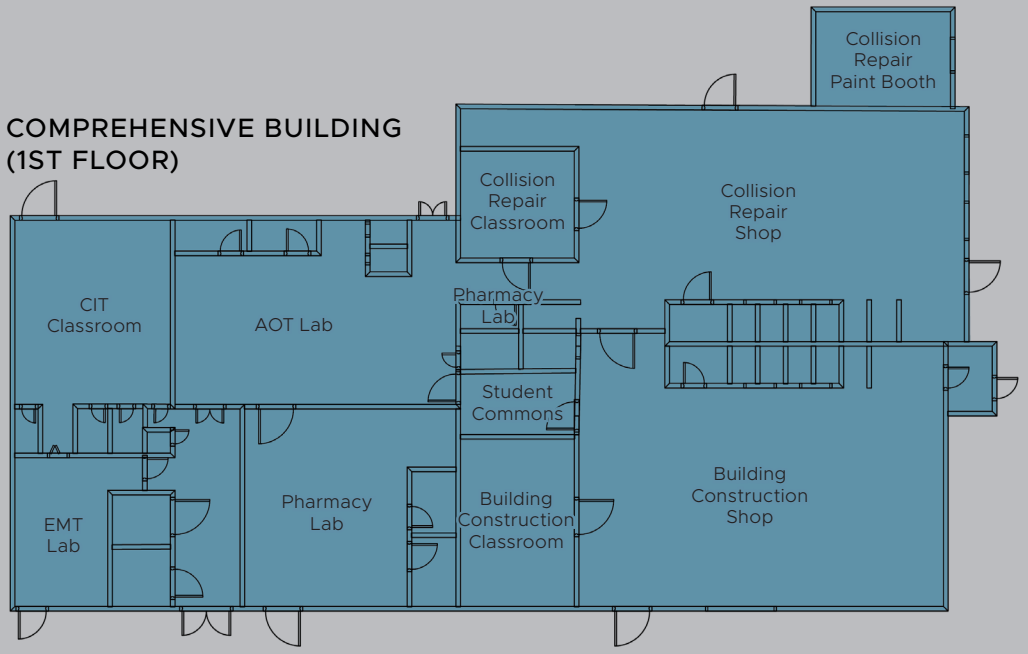
### AUTOMOTIVE/ LOGISTICS BUILDING



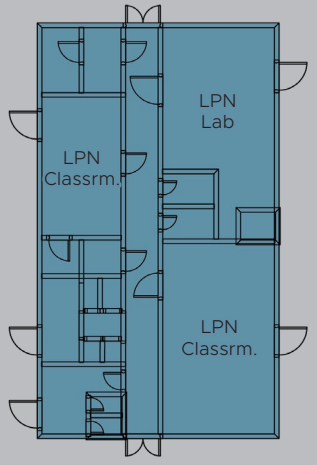

### COMPREHENSIVE BUILDING (2ND FLOOR)



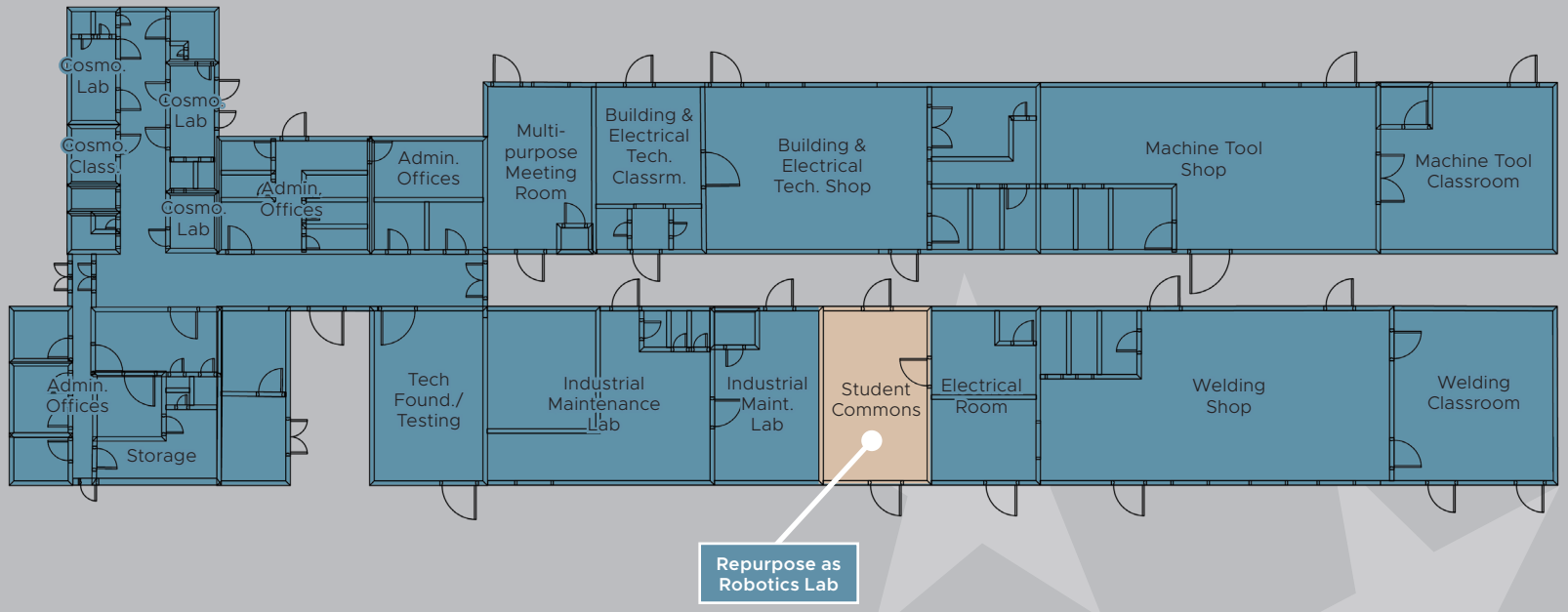

### COMPREHENSIVE BUILDING (1ST FLOOR)




### NURSING BUILDING



## ADMINISTRATIVE BUILDING AND SHOP BUILDINGS







# TCAT MCKENZIE
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
MCKENZIE

16940 Highland Drive | McKenzie, TN 38201 | tcatmckenzie.edu

# McKENZIE

## BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**77**

DOWN FROM
**150** in **2012-13**

BUILDINGS: 1964, 1979

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**42,000**

Gross sq. ft.



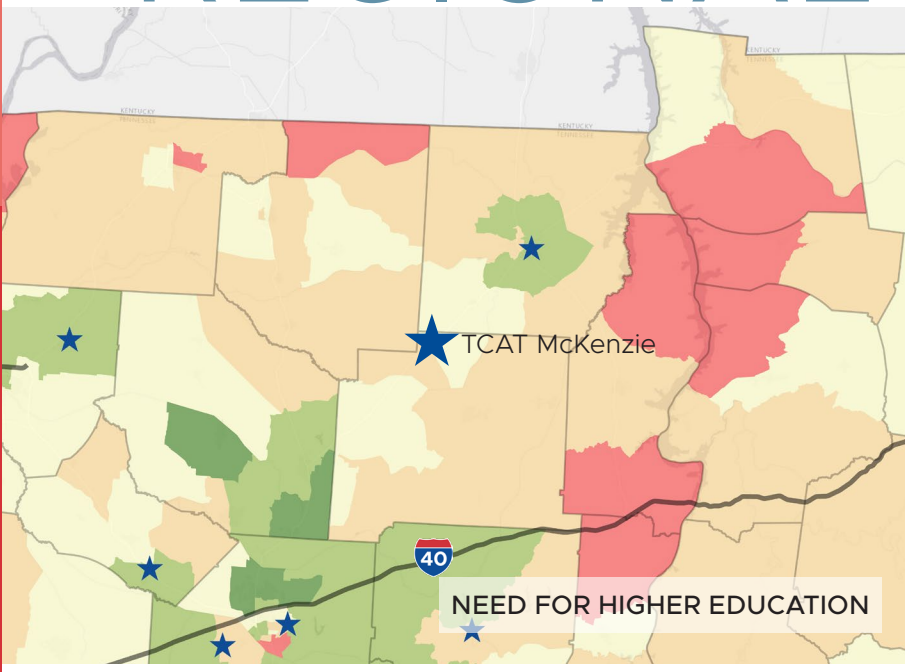
### LEADERSHIP VISION

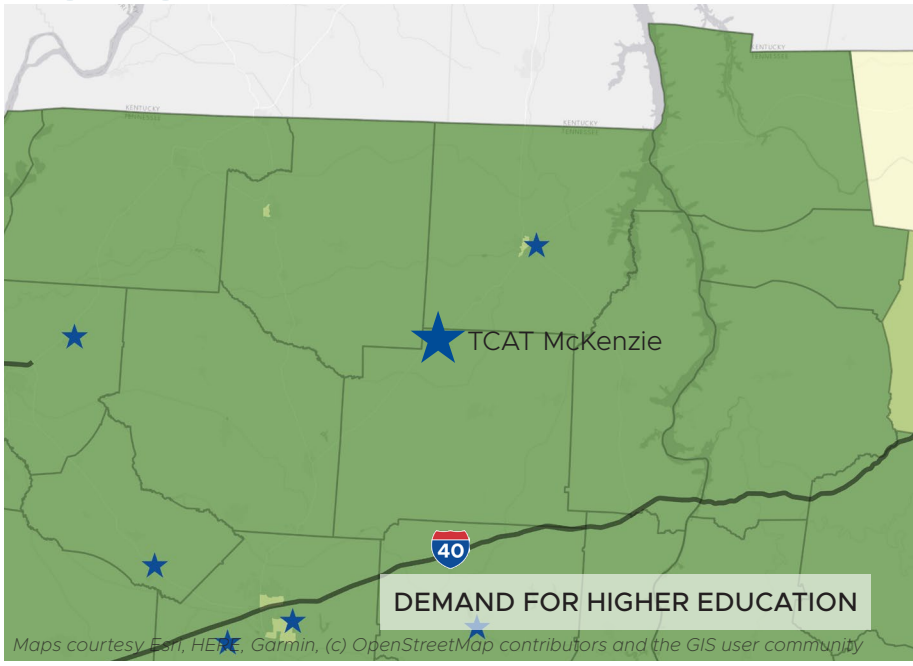
**Willie Huffman, President**

TCAT McKenzie wants to be the premier provider of workforce development for our service area. We want to build long lasting relationships with businesses and industries to help them fulfill their needs.

We seek to help citizens improve their quality of life, expose the younger generation to technical education earlier, and provide dual enrollment opportunities to high school students.

# REGIONAL CONTEXT




Low | Moderately Low | Moderate | Moderately High | High | State-Owned TBR Campus

## NEED AND DEMAND

TCAT McKenzie's Main Campus is located in an area of moderate to moderately high need for higher education. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- This area is not near an Interstate and so most industrial employers tend to be smaller businesses
- Most new businesses in the area are service or tourism oriented
- Challenges to help employers meet their hiring needs

# FACILITY CONTEXT





## FACILITY CONDITION

TCAT McKenzie's existing facilities are generally in poor condition. Nearly all building space is more than 50 years old, and many spaces are no longer adequate for their intended purposes.

## RECENT IMPROVEMENTS

Two additions were constructed as proposed in the previous Master Plan. These provide additional teaching space for the Automotive and HVAC programs.

Since the previous plan, the Electronics Technology program was discontinued.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» EMT

» Plumbing

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» Multipurpose meeting space is currently too small and there is no existing industry training space

» Student commons space is too small

» Existing academic storage space is inadequate

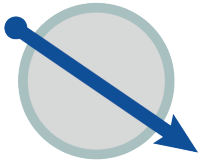
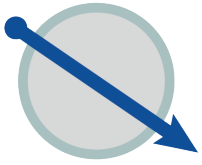
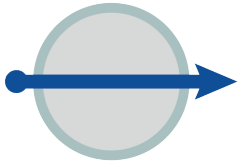
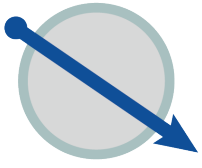
» The amount of other types of spaces is adequate, but some are of poor quality

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| HVAC upgrades | 2015 |
| Repaving | 2016 |
| Roof replacement | 2018 |
| HVAC and Automotive additions | 2019 |
| Minor interior renovations | varied |

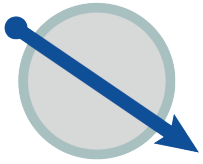
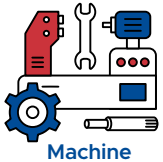
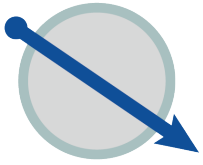
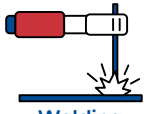
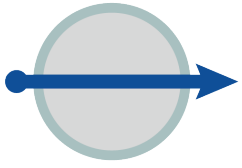


# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 9 |  |  |  |
| Automotive Technology | 9 |  |  |  |
| Information Technology Systems Management | 14 |  |  |  |
| HVAC | 12 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Industrial Maintenance | 13 |  |   |   |
|  Machine Tool | 5 |  |   |   |
|  Welding | 15 |  |   |   |

# SITE PLAN




## OVERVIEW

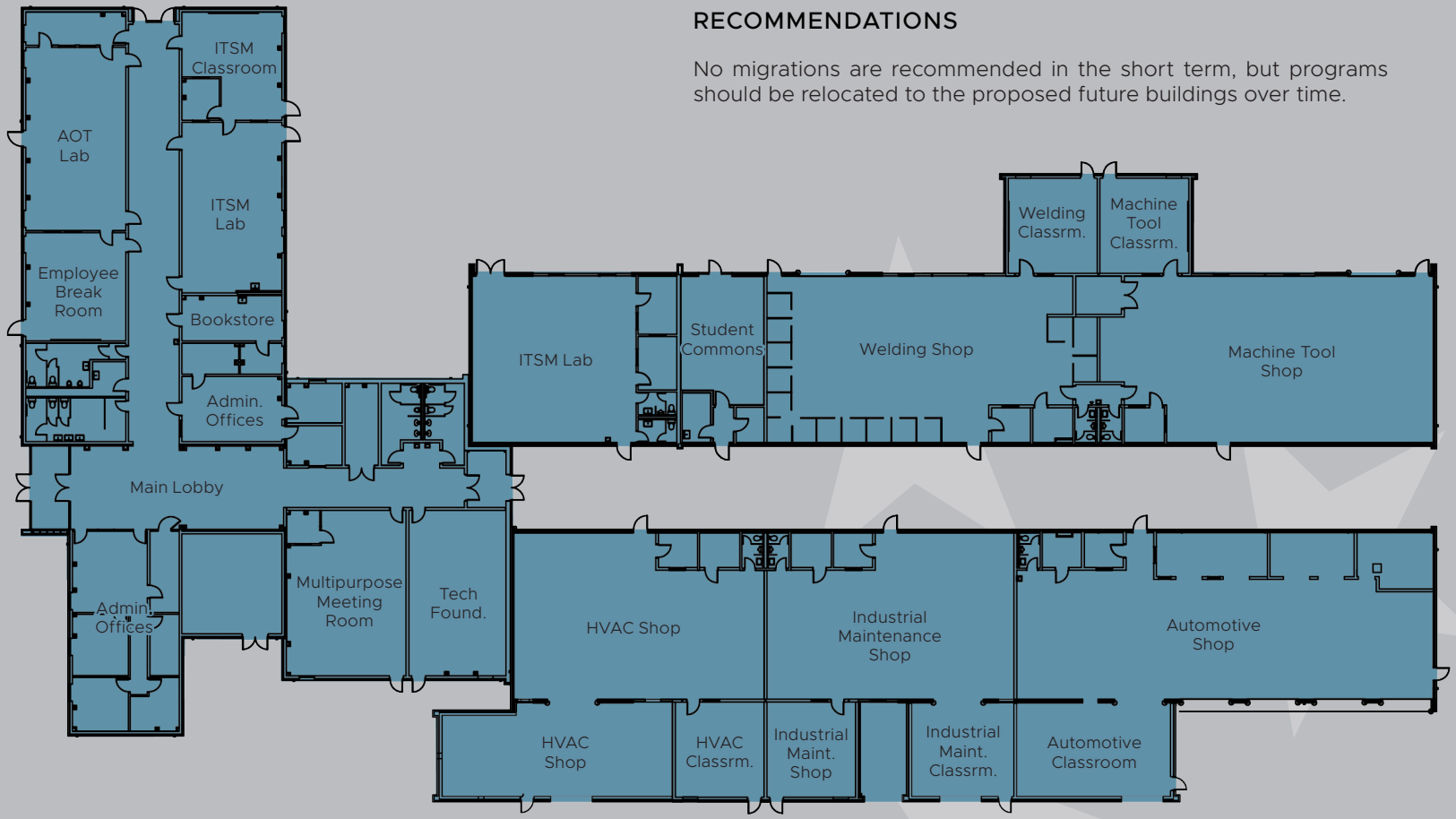
A new building should be constructed where shown to house existing and proposed programs needing low-bay space, as well as administrative functions. Once this building is complete, the existing admin building and connector should be demolished.

A new parking lot and storage building should also be constructed.

# FLOOR PLANS

## RECOMMENDATIONS

No migrations are recommended in the short term, but programs should be relocated to the proposed future buildings over time.







# TCAT MCMINNVILLE
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
McMINNVILLE

241 Vo-Tech Drive | McMinnville, TN 37110 | tcatmcminnville.edu

# McMINNVILLE
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**162**

UP FROM
**153** in **2012-13**

BUILDINGS: 1966, 1969

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**44,000**

Gross sq. ft.



## LEADERSHIP VISION

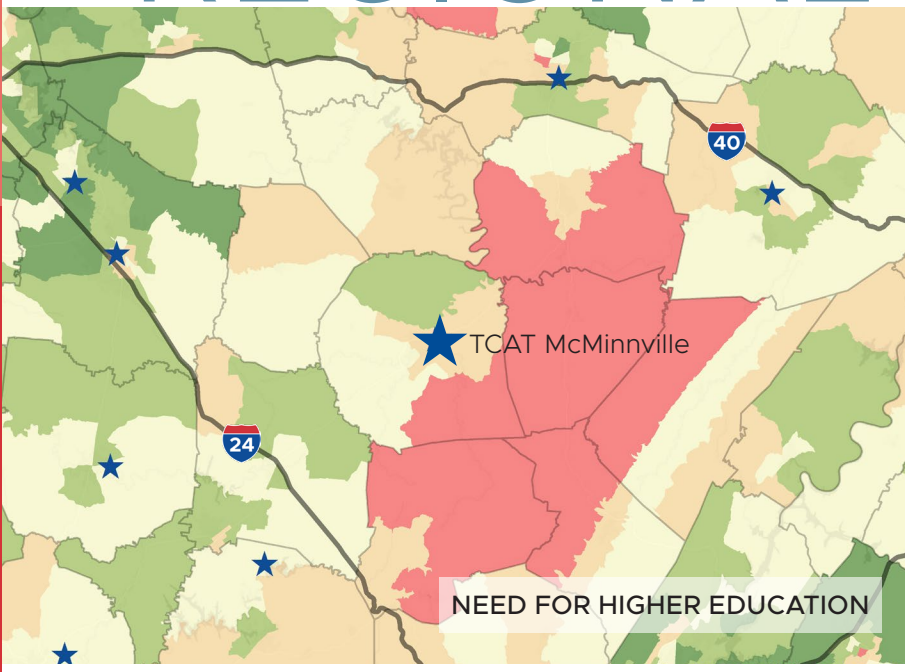
**Dr. Melody Edmonds, President**

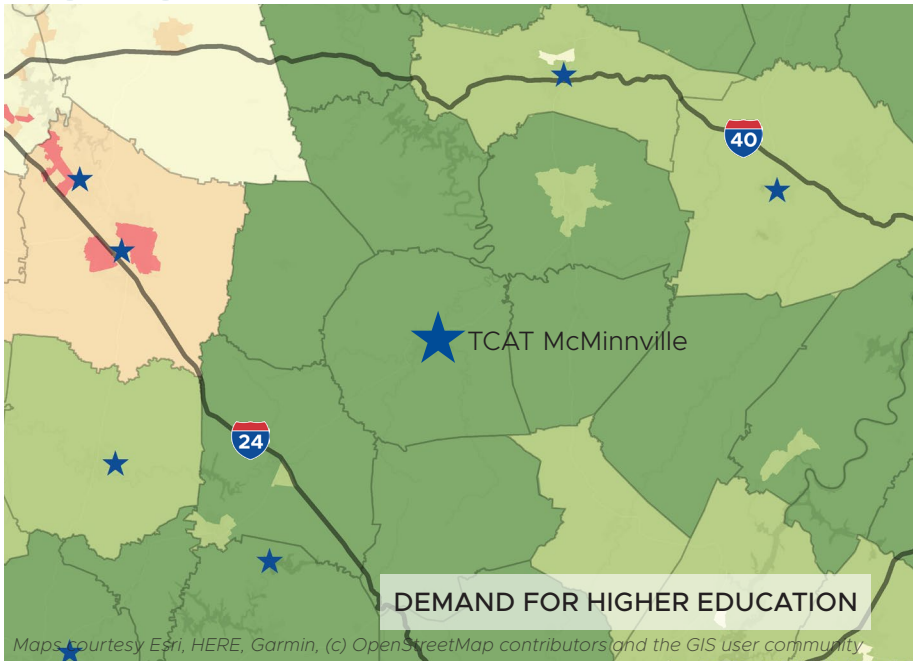
The Tennessee College of Applied Technology in McMinnville serves our eight-county rural service area by providing short-term low cost, high quality hands-on career and technical education training locally. This training culminates in high demand, high wage employment.

We focus on student support systems and trusting relationships with our students, faculty, staff, alumni, community, and workforce partners. This ensures we are effective and innovative while practicing good stewardship.

Our role is to serve our community, and everything we do is to enhance the workforce development of our region.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT McMinnville's Main Campus is located within an hour's drive of a large, multi-county area of higher education need. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Strong partnerships with local employers, high schools, and the prison

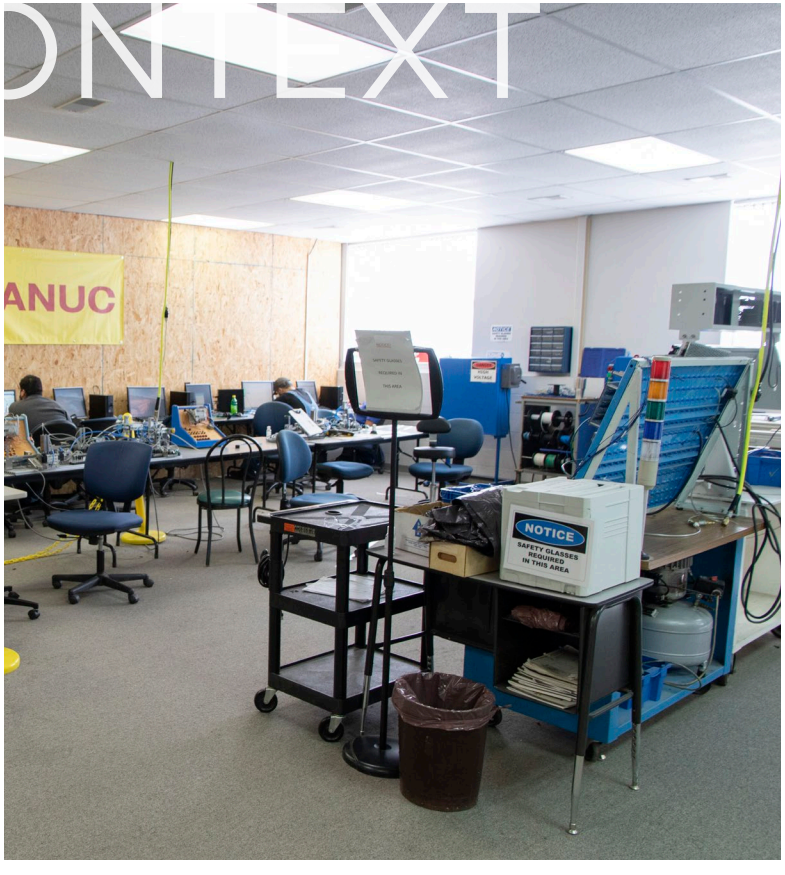
» Construction and healthcare industries are growing

» Landscaping industry jobs don't need significant training and so do not connect to TCAT

» Only one TCAT campus serves the entire region, so students tend to come only from nearby communities

# FACILITY CONTEXT




## FACILITY CONDITION

TCAT McMinnville's existing facilities are in poor condition. All buildings are more than 50 years old, and delayed maintenance has led to significant issues that make many spaces unusable and inadequate for their intended purposes. Local leaders commented on the aging nature of the campus and the poor image it presents to the community.

The nursing program is divided into a number of smaller rooms that are inadequate and difficult to navigate. The Industrial Maintenance program is located in low-bay space with carpet and temporary room divisions that are unprofessional and inappropriate for a collegiate environment.

## RECENT IMPROVEMENTS

No major recommendations of the previous Master Plan have been implemented. Since the previous plan, the Administrative Office and Medical Office Assistant programs were discontinued and the Cosmetology program was started in what was previously vacant space.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Building Construction

» Dental Assistant

» Healthcare programs

» HVAC

» Masonry

» Pharmacy

» Power Line Worker

» Plumbing

» Residential Electricity

» Truck Driving

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Roof replacement | 2018 |
| Accessibility improvements | 2019 |
| Security updates | 2021 |
| Minor interior renovations | varied |

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» Multipurpose meeting space is currently too small and there is no existing industry training space

» Faculty office space is too small

» Existing academic and general storage space is inadequate

» The amount of other types of spaces is adequate, but they are of poor quality

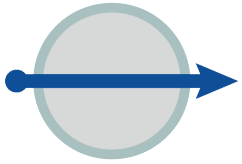
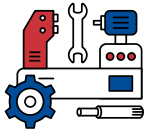
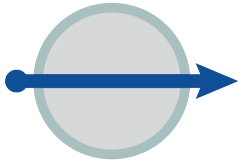
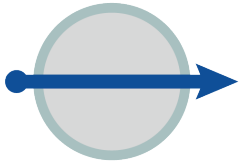
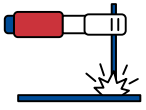
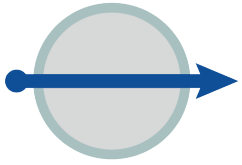


# PROGRAM ASSESSMENTS

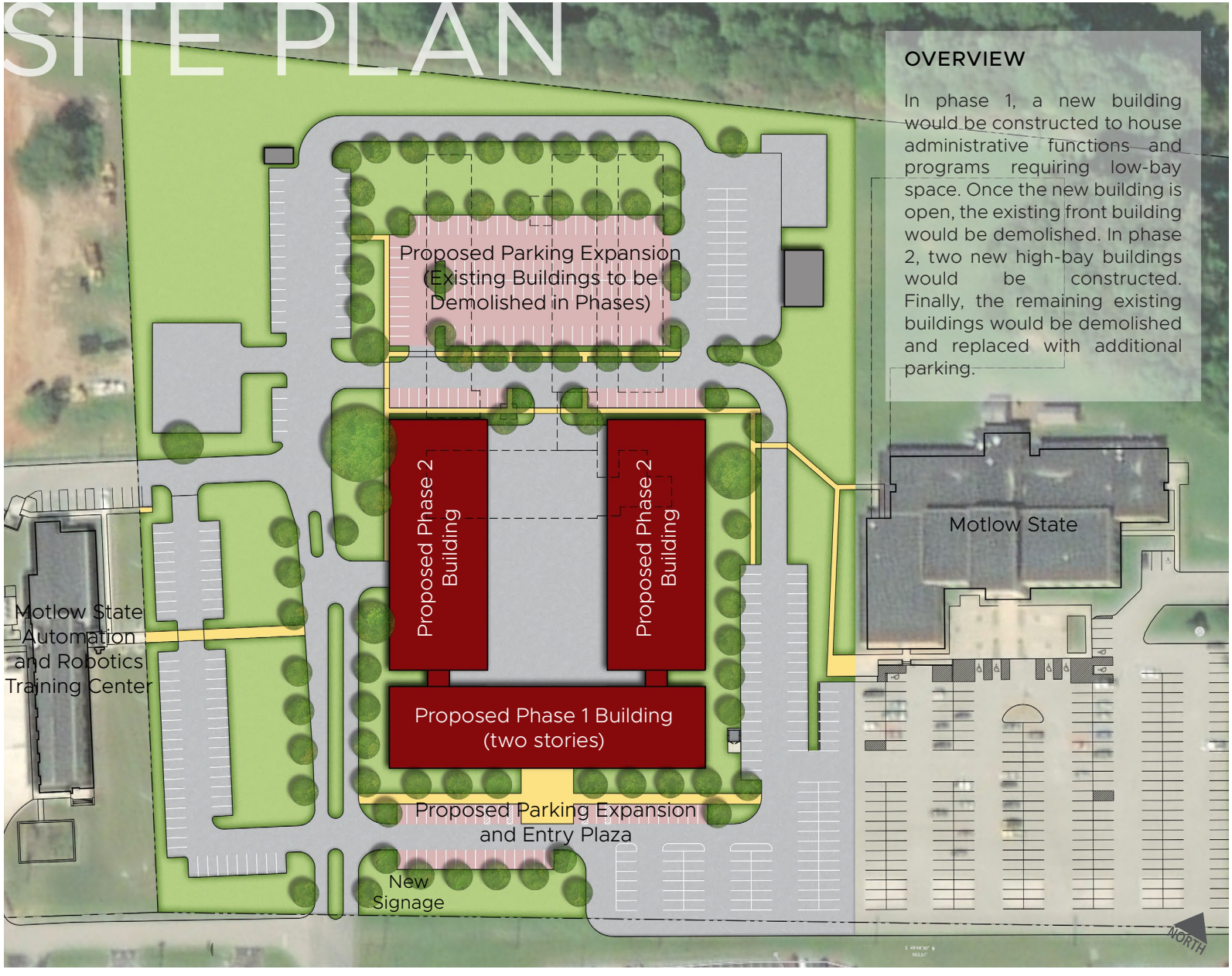
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Automotive Technology | 14 | → | MEDIUM (LOW / HIGH) | MEDIUM (LOW / HIGH) |
| Computer Information Technology | 18 | → | MEDIUM (LOW / HIGH) | MEDIUM (LOW / HIGH) |
| Cosmetology | 7 | NEW PROGRAM | MEDIUM (LOW / HIGH) | MEDIUM (LOW / HIGH) |
| Industrial Electricity | 17 | → | MEDIUM (LOW / HIGH) | MEDIUM (LOW / HIGH) |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Industrial Maintenance | 23 |  |  |  |
|  Machine Tool | 11 |  |  |  |
|  Practical Nursing (LPN) | 30 |  |  |  |
|  Welding | 10 |  |  |  |

# SITE PLAN




## OVERVIEW

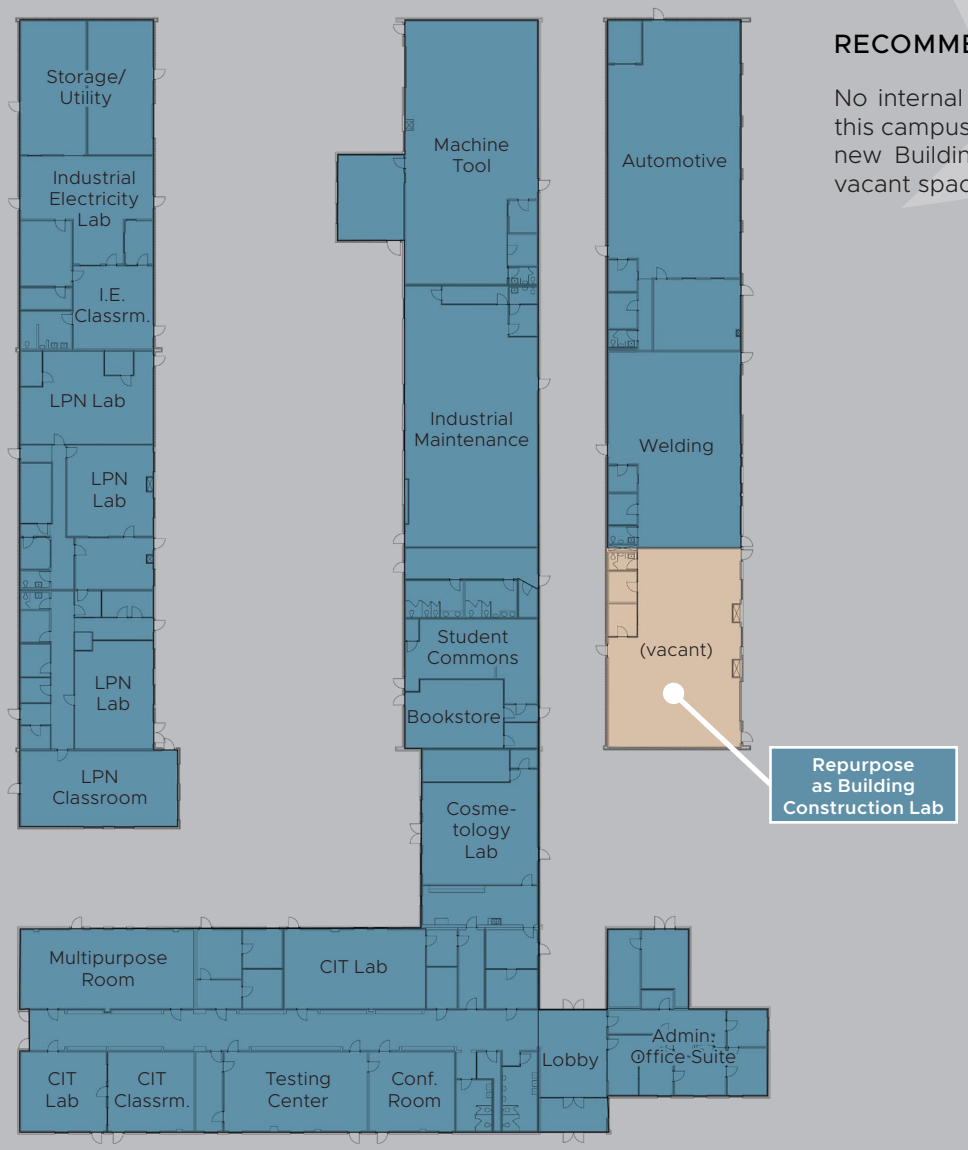
In phase 1, a new building would be constructed to house administrative functions and programs requiring low-bay space. Once the new building is open, the existing front building would be demolished. In phase 2, two new high-bay buildings would be constructed. Finally, the remaining existing buildings would be demolished and replaced with additional parking.

# LAND ACQUISITION




The land shown above is recommended for acquisition in Coffee County between Tullahoma and Manchester for the purpose of creating a new campus. No land acquisition is proposed adjacent to the existing Main Campus in McMinnville.

# FLOOR PLANS




## RECOMMENDATIONS

No internal renovations or migrations are recommended for this campus because of the age and need of the facilities. The new Building Construction program should occupy existing vacant space.



# TCAT MEMPHIS
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
MEMPHIS

550 Alabama Avenue | Memphis, TN 38105 | tcatmemphis.edu

# MEMPHIS
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**492**

UP FROM
**438** in **2012-13**

BUILDINGS: 1964, 1976, 2021

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**123,000**

Gross sq. ft.

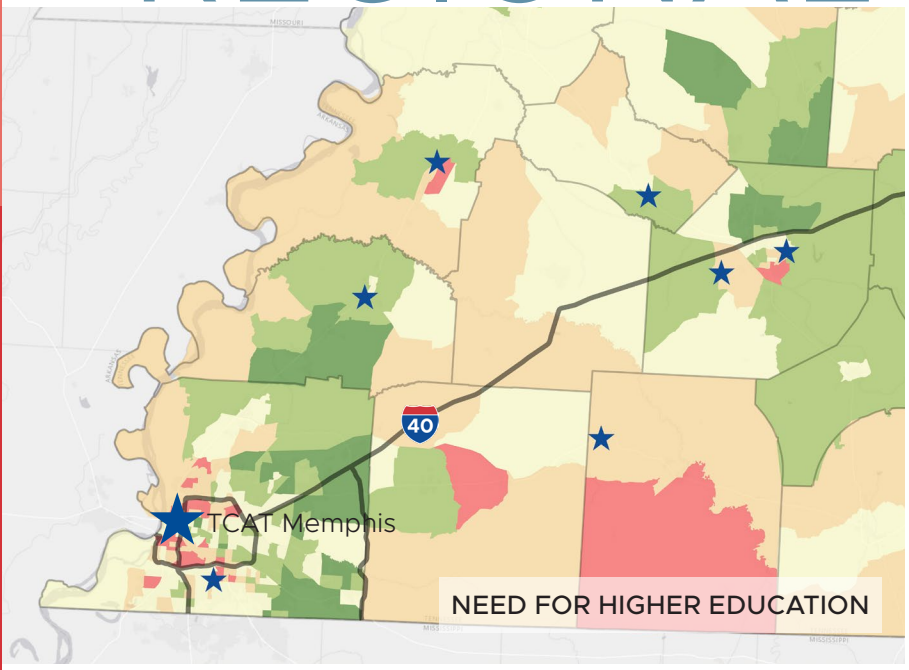


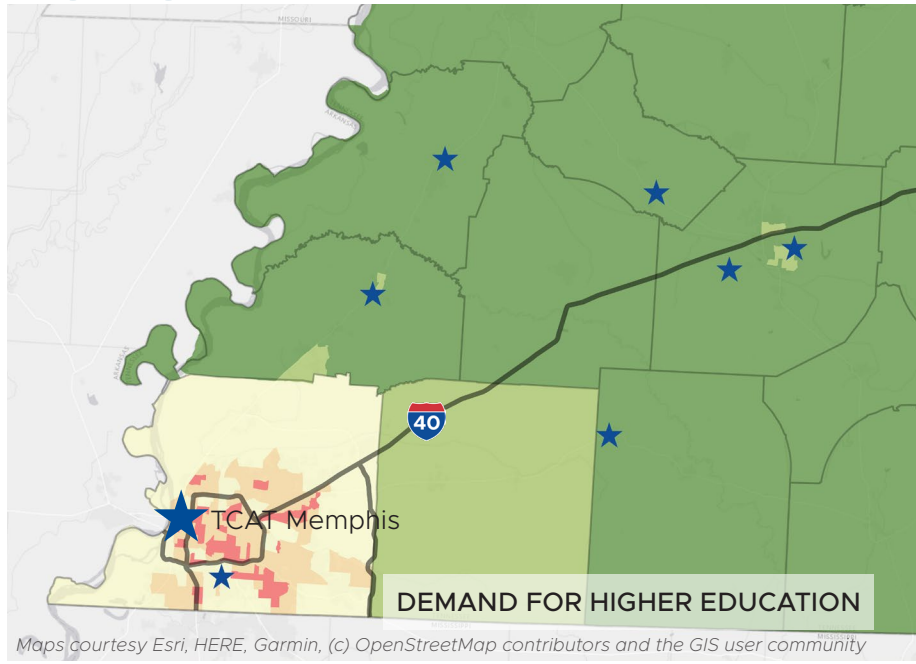
## LEADERSHIP VISION

**Dr. Roland Rayner, President**

TCAT Memphis Memphis will provide technical training that produces a world-class workforce. Graduates will possess specific skills to supply in-demand occupations in high-growth sectors to help the Memphis Shelby County Service Area economy be more competitive in the global marketplace.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Memphis's Main Campus is located within a short drive or bus ride of a patchwork of areas of need and demand for higher education. In some areas, the number of residents will drive enrollment growth. In others, including most areas near campus, it is low educational attainment or other demographic needs.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Logistics is a big part of the region (airport, rail, trucking, etc.)

» All industries facing a labor shortage

» Hospitals are in need of workers

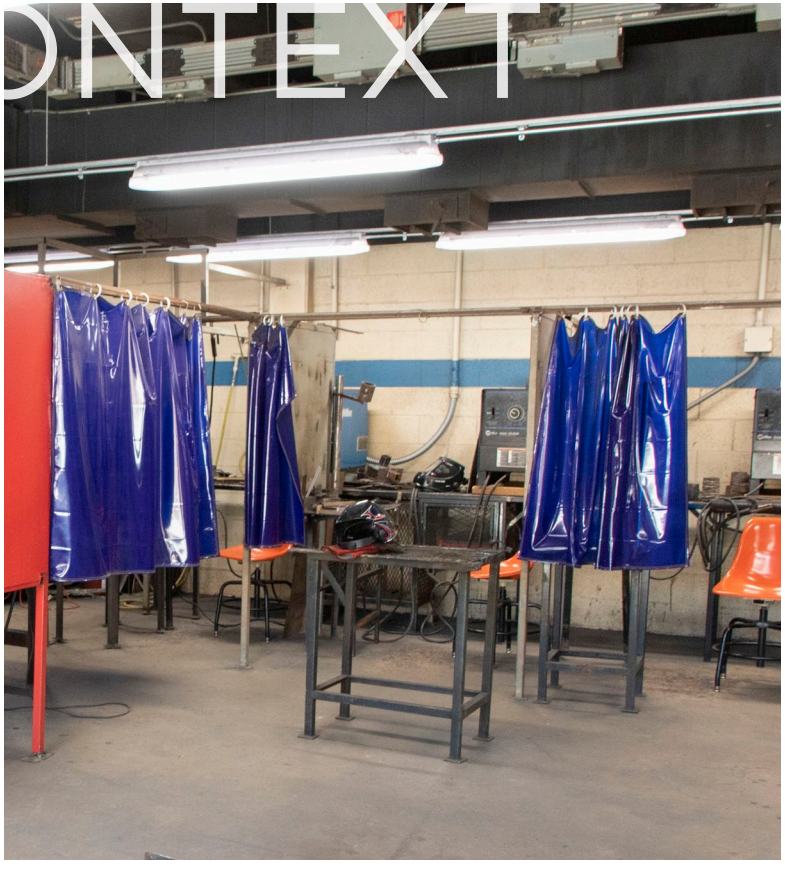
» Manufacturing sector includes robotics, food industry, chemicals

» Need stronger relationships with high schools and more marketing

» New campus in Bartlett

# FACILITY CONTEXT



## FACILITY CONDITION

TCAT Memphis's existing facilities are in poor condition. Most buildings are more than 50 years old, and delayed maintenance has led to significant issues that make many spaces unusable and inadequate for their intended purposes. Several code issues were noted during the walk-through.

Local leaders commented on the lack of visibility and presence that the campus has in the community. Instructors mentioned multiple challenges related to the aging space and equipment.

## RECENT IMPROVEMENTS

The Automotive, Diesel, and Welding building was constructed as recommended in the previous Master Plan, but no other significant recommendations of the plan have come to fruition.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Electric Vehicle and Battery Manufacturing

» Logistics

» Massage Therapy

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» Open computer lab space and student commons areas are currently too small and there is no existing industry training space

» Faculty office space is too small

» Existing academic storage space is inadequate

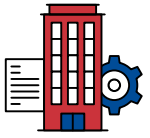
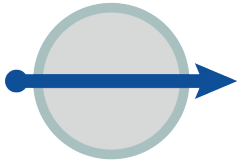
## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| HVAC upgrades | 2016 |
| Roof replacement | 2017 |
| CAD lab renovation | 2019 |
| New Auto, Welding, & Diesel building | 2021 |
| Interior renovations | varied |

» The amount of other types of spaces is adequate, but many are of poor quality

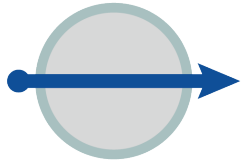
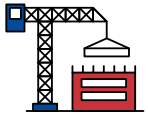
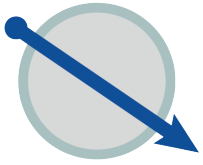
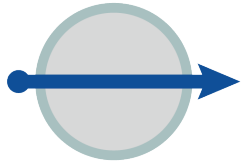


# PROGRAM ASSESSMENTS

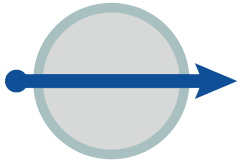
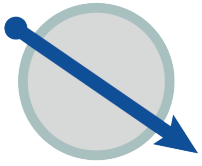
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Administrative Office Technology | 20 |  |   |   |
|  Animal Lab Assistant | 24 |  | NOT AVAILABLE |   |
|  Automotive Technology | 22 |  |   |   |
|  Auto Body/ Collision Repair | 20 |  |   |   |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Barbering | 33 |  | NOT AVAILABLE |  |
|  Building Construction | 18 |  | NOT AVAILABLE |  |
|  CAD | 11 |  |  |  |
|  Computer Information Technology | 31 |  |  |  |

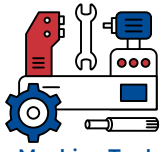
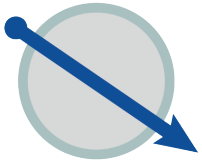
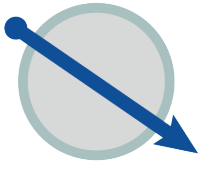
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Cosmetology | 34 |  |  |  |
|  Dental Assistant | 28 |  |  |  |
|  Dental Lab Technician | 11 |  |  |  |
|  Diesel Equipment Technology | 36 |  |  |  |

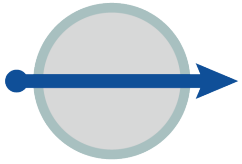
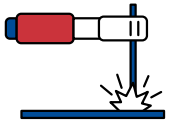
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Electronics Technology | 15 | → | NOT AVAILABLE | MEDIUM |
| Graphic Design | 16 | ↗ | MEDIUM | MEDIUM |
| HVAC | 19 | ↗ | MEDIUM | MEDIUM |
| Industrial Maintenance | 15 | ↗ | MEDIUM | MEDIUM |

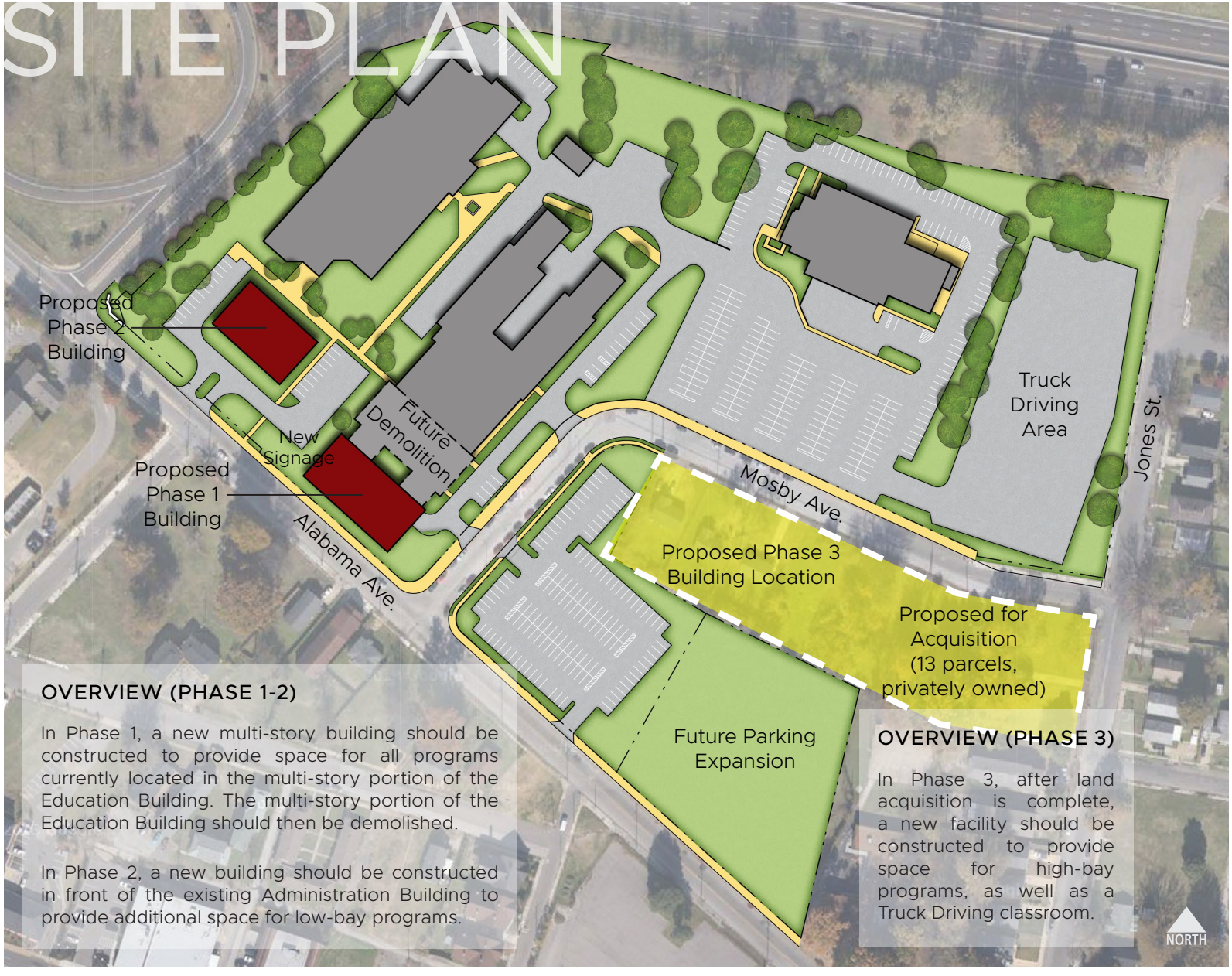
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Machine Tool | 19 |  |   |   |
|  Pharmacy Technician | 15 |  |   |   |
|  Practical Nursing (LPN) | 42 |  |   |   |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Truck Driving | 8 |  |   |   |
|  Welding | 19 |  |   |   |

# SITE PLAN




## OVERVIEW (PHASE 1-2)

In Phase 1, a new multi-story building should be constructed to provide space for all programs currently located in the multi-story portion of the Education Building. The multi-story portion of the Education Building should then be demolished.

In Phase 2, a new building should be constructed in front of the existing Administration Building to provide additional space for low-bay programs.

## OVERVIEW (PHASE 3)

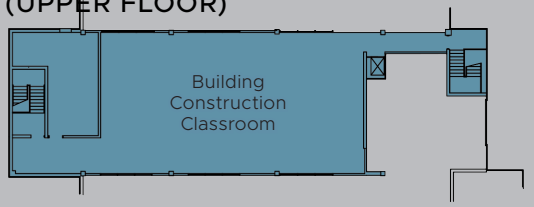
In Phase 3, after land acquisition is complete, a new facility should be constructed to provide space for high-bay programs, as well as a Truck Driving classroom.

# FLOOR PLANS

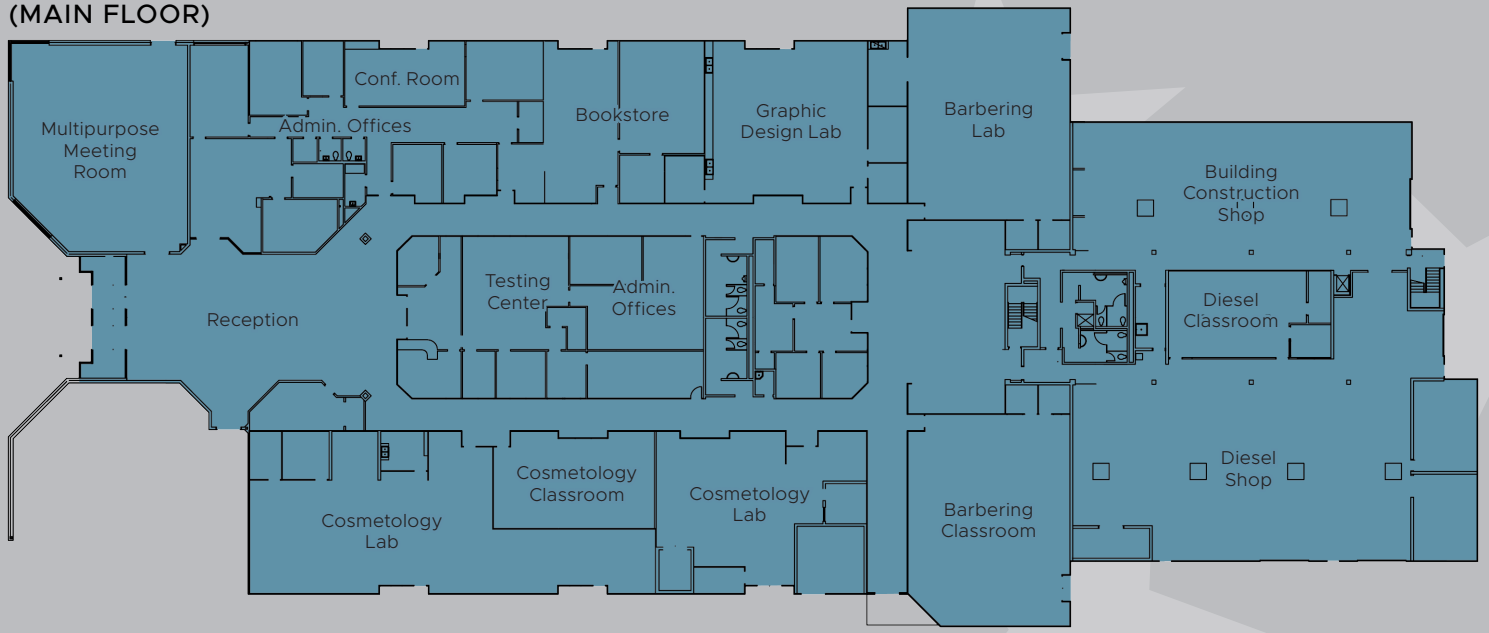
## RECOMMENDATIONS

No immediate migrations are recommended to the buildings due to the proposal to replace much of the existing space.

### ADMINISTRATION BUILDING (UPPER FLOOR)

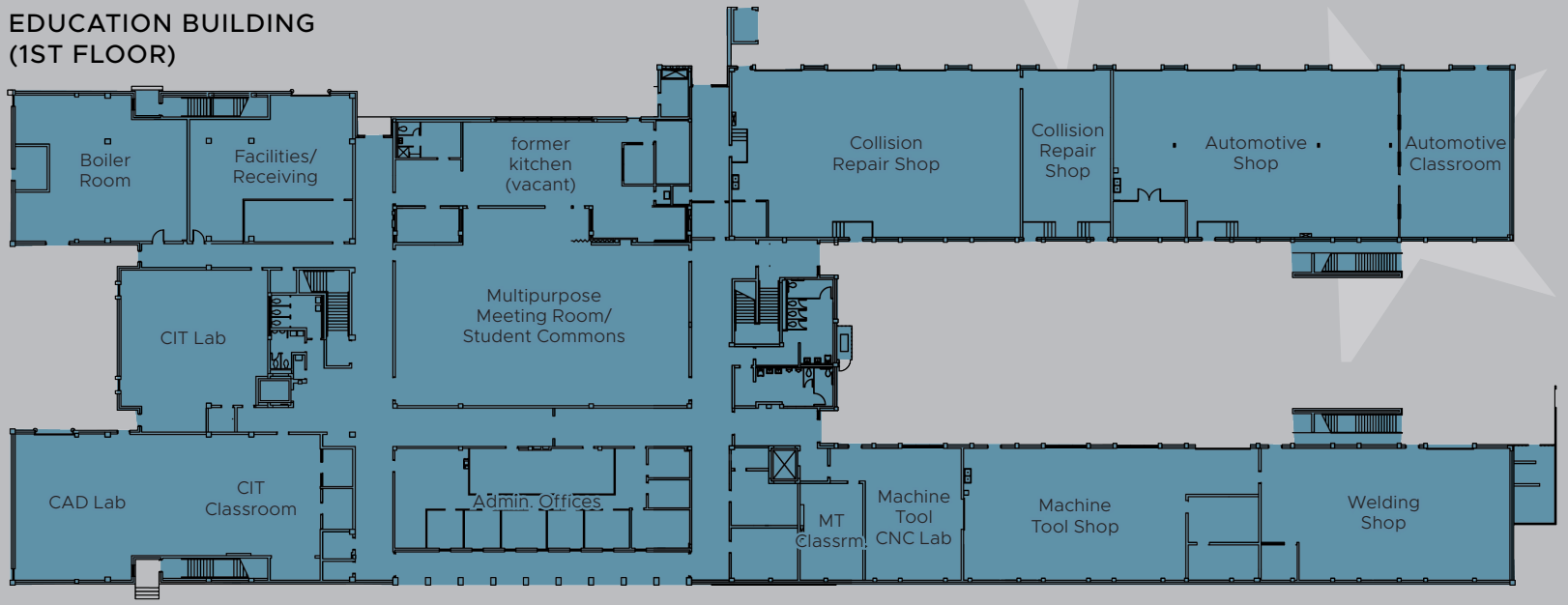



### ADMINISTRATION BUILDING (MAIN FLOOR)



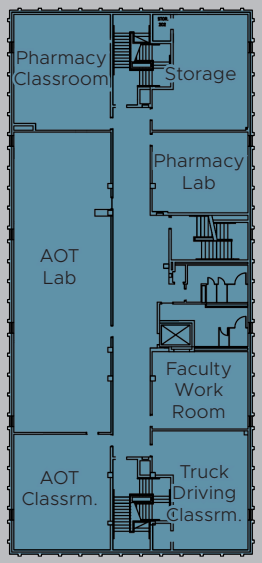
# FLOOR PLANS

## EDUCATION BUILDING (1ST FLOOR)

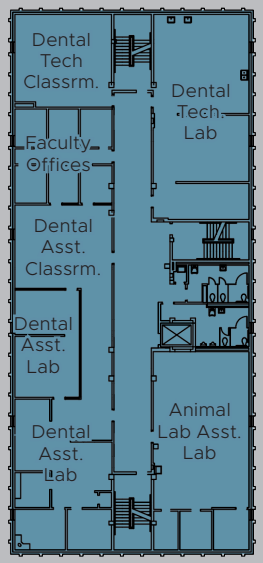


# FLOOR PLANS

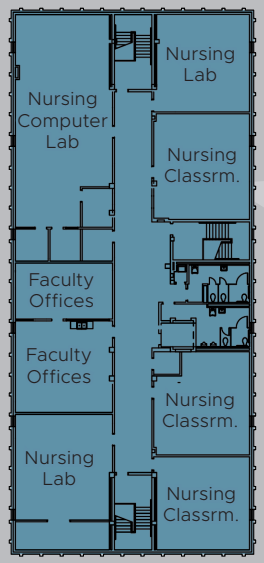
EDUCATION BUILDING
(2ND FLOOR)



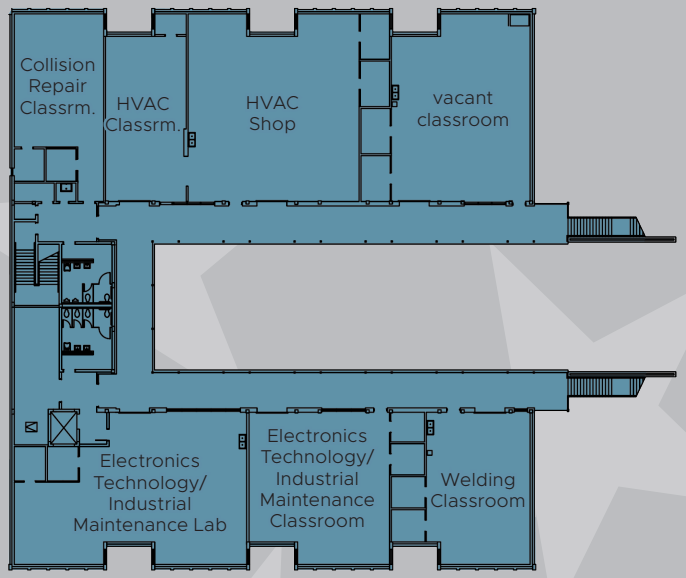

(3RD FLOOR)




(4TH FLOOR)

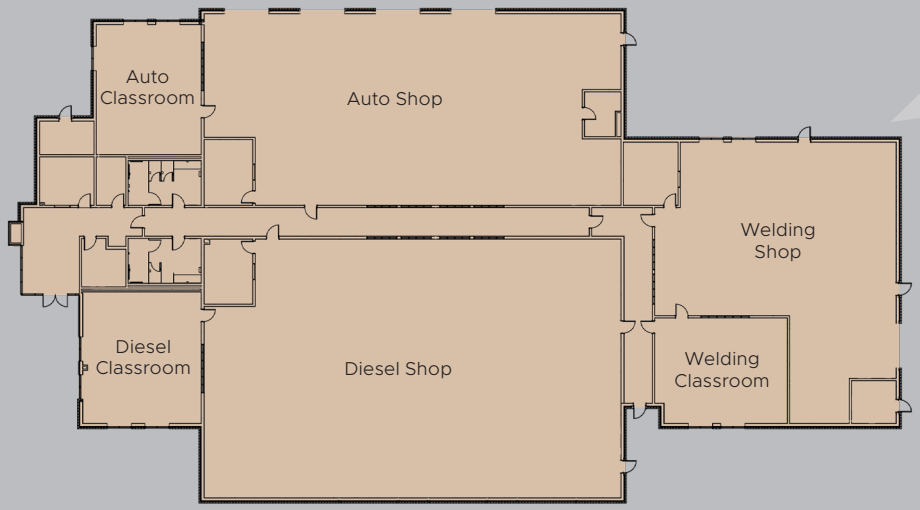



(2ND FLOOR)



# FLOOR PLANS

NEW BUILDING





# TCAT MEMPHIS
# AVIATION CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
MEMPHIS

3435 Tchulahoma Road | Memphis, TN 38118 | tcatmemphis.edu

# MEMPHIS AIRPORT
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**148**

DOWN FROM
**172** in **2012-13**

BUILDING: 1997

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**45,000**

Gross sq. ft.

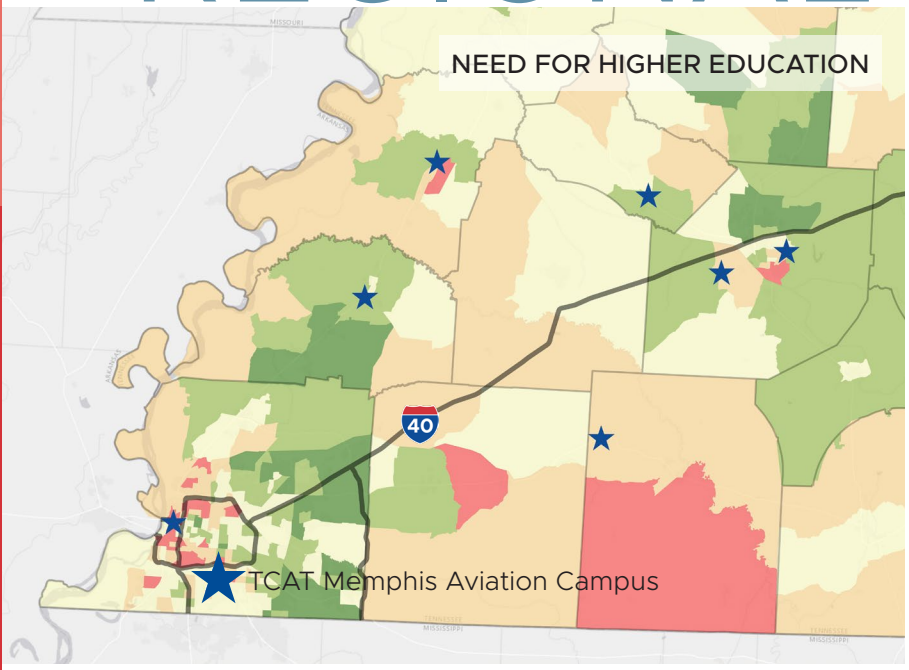


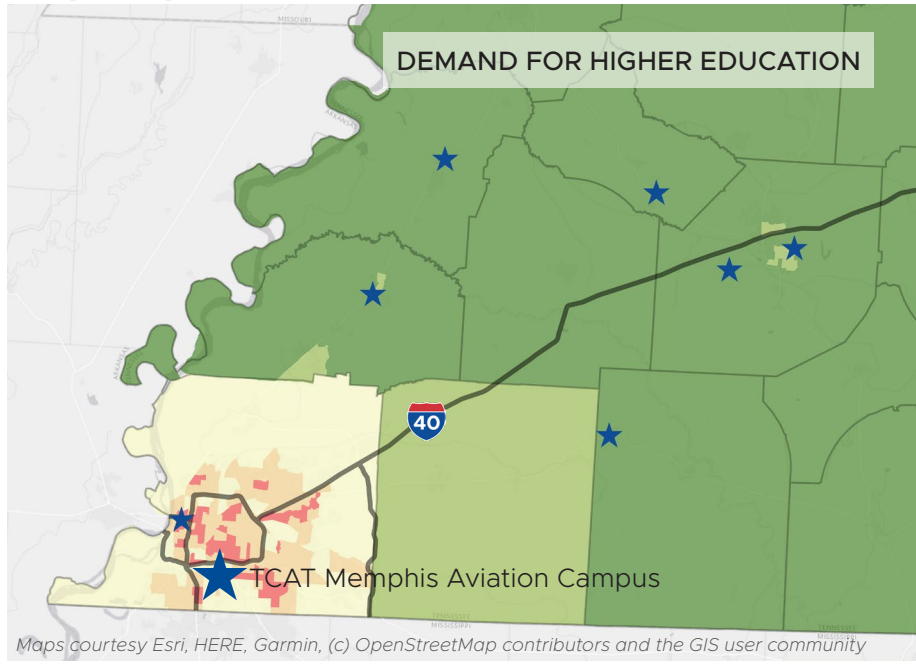
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**Dr. Roland Rayner, President**

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# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Memphis's Aviation Campus is located within a short drive or bus ride of a patchwork of areas of need and demand for higher education. In some areas, the number of residents will drive enrollment growth. In others, it is low educational attainment or other demographic needs.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- The airline industry is short thousands of mechanics now
- Workers are retiring, need to put out more graduates
- Jobs are available with FedEx, Delta, and many other airlines in and out of state

# FACILITY CONTEXT





## FACILITY CONDITION

The existing facilities at TCAT Memphis' Aviation Campus are in subpar condition. The building is 25 years old and is beginning to have some facilities issues, but is overall able to support its intended purposes. Its location immediately adjacent to the Memphis International Airport is very beneficial in terms of visibility and partnerships.

Many modern aircraft engines are very large and will not fit in the existing spaces. There is also a need for other additional technology, including more aircraft that can be worked on. Much of the existing equipment is 50 years old.

## RECENT IMPROVEMENTS

No major improvements were recommended by the previous Master Plan, and no major investments have been made in the campus since the plan was completed.

## FUTURE PROGRAMS

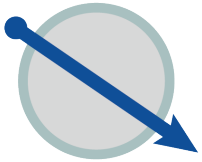
No new programs are planned to be added to the campus at this time.

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Space calculations show an excess of administrative office space and a need for additional storage.

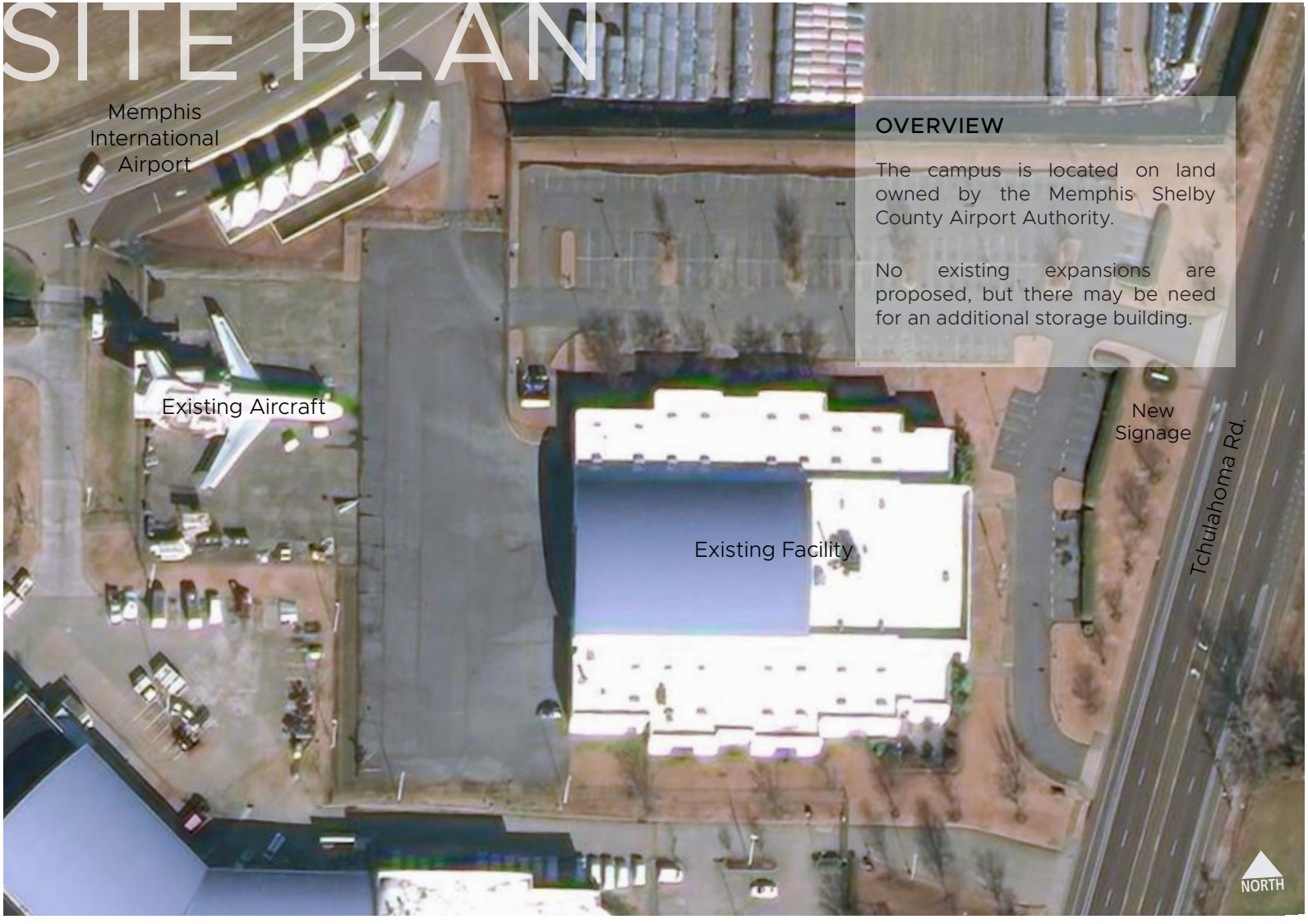


# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Aviation Maintenance Technology | 96 |  |  |  |
| Avionics Maintenance Technology | 17 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# SITE PLAN

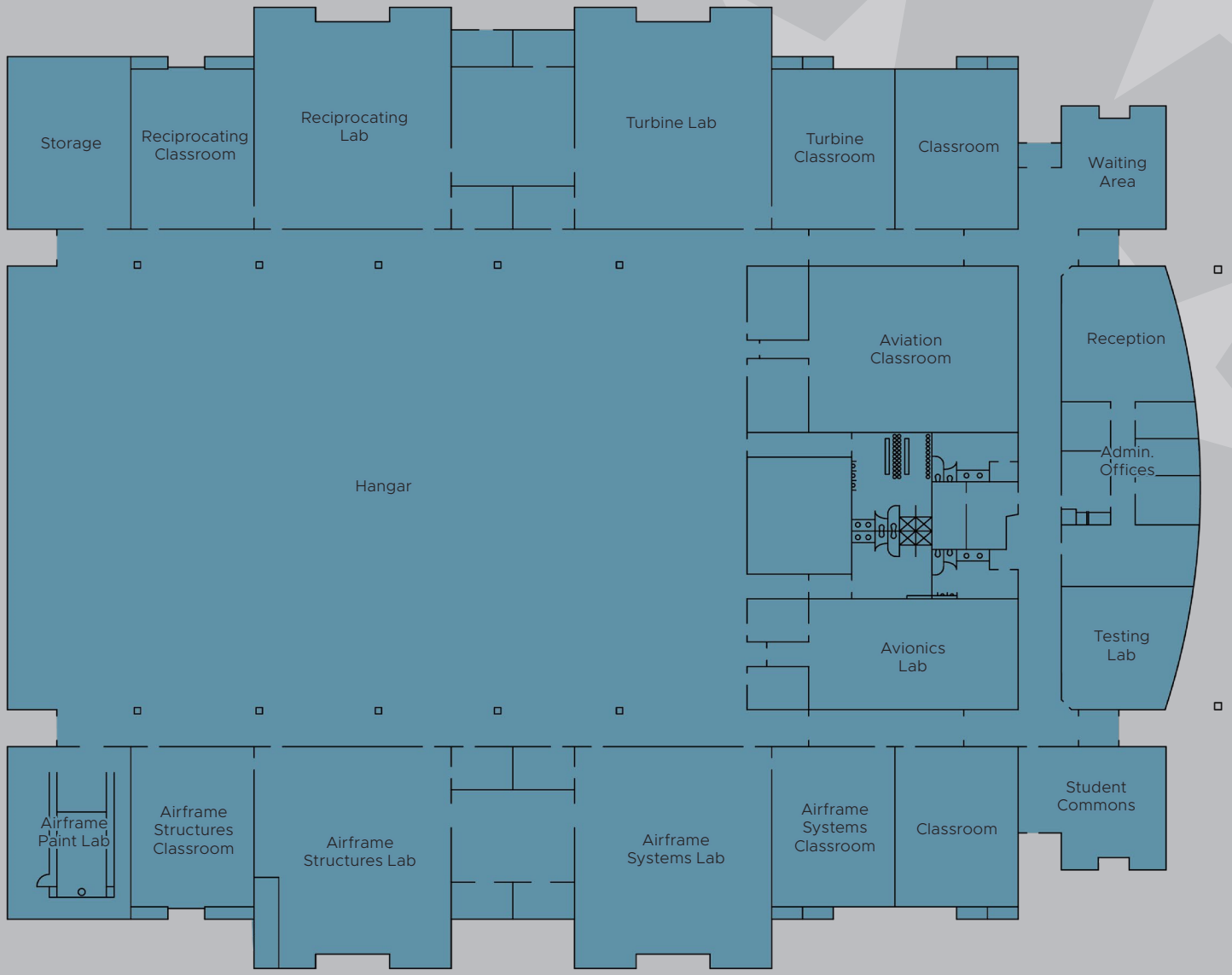



## OVERVIEW

The campus is located on land owned by the Memphis Shelby County Airport Authority.

No existing expansions are proposed, but there may be need for an additional storage building.

# FLOOR PLANS


Storage
Reciprocating Classroom
Reciprocating Lab
Turbine Lab
Turbine Classroom
Classroom
Waiting Area
Hangar
Aviation Classroom
Reception
Admin. Offices
Avionics Lab
Testing Lab
Airframe Paint Lab
Airframe Structures Classroom
Airframe Structures Lab
Airframe Systems Lab
Airframe Systems Classroom
Classroom
Student Commons



# TCAT MORRISTOWN
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
MORRISTOWN

821 West Louise Avenue | Morristown, TN 37813 | tcatmorristown.edu

# MORRISTOWN
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**269**

DOWN FROM
**351** in **2012-13**

BUILDINGS: 1965, 1975, 2021

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**156,000**

Gross sq. ft.

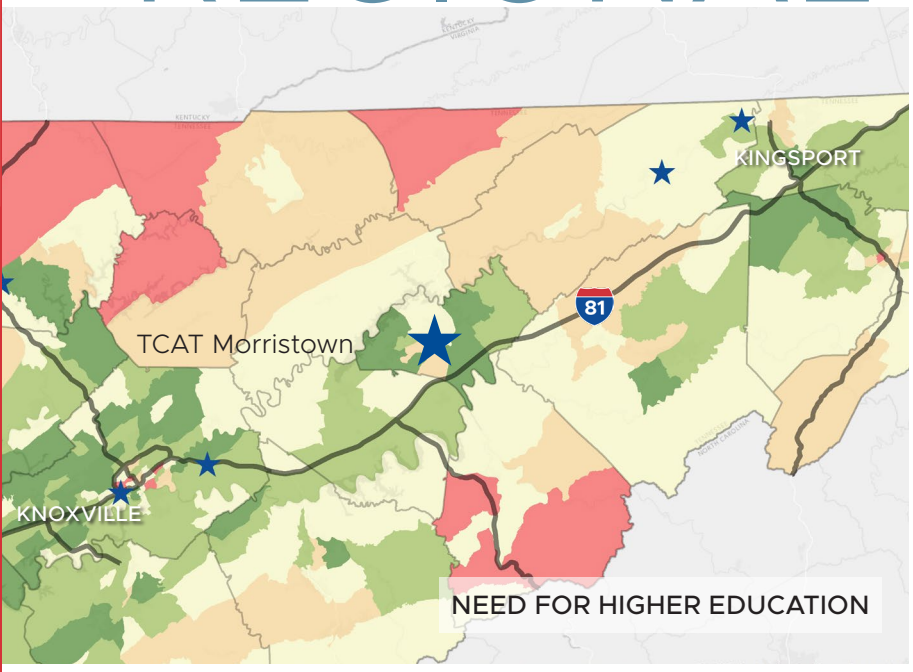


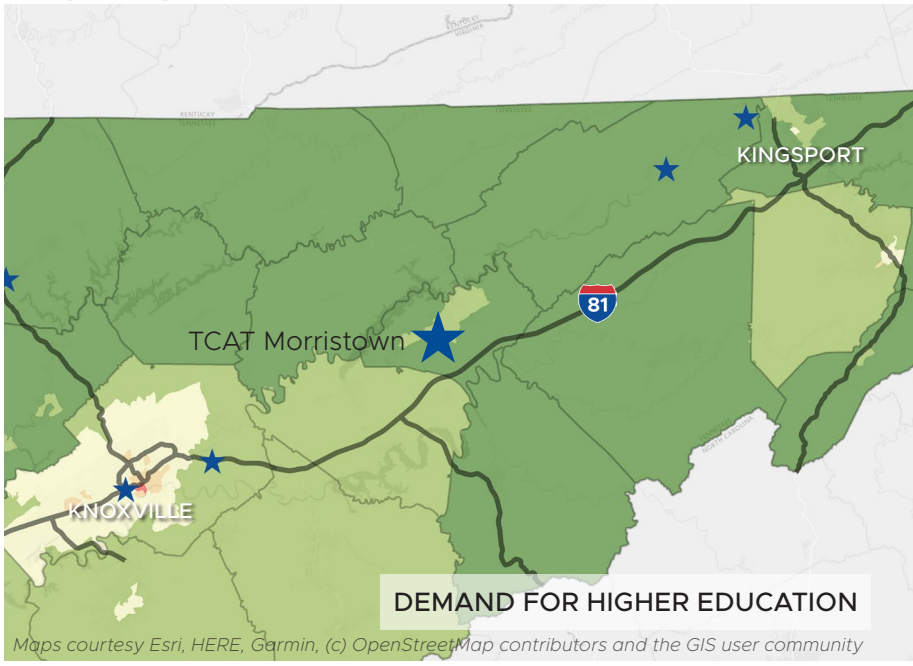
## LEADERSHIP VISION

**Jerry Young, President**

The Tennessee College of Applied Technology Morristown is a key component of workforce development in the ten-county service area. The college supports student success and area business and industry by providing state-of-the-art technical training for students to obtain the marketable skills and professional training necessary for employment and advancement in today's competitive job market. As technologies are rapidly advancing and workforce needs continually evolving, collaboration between business and industry partners is integral to the college mission.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Morristown's Main Campus is located within an hour's drive of a number of areas of moderately high to high need for higher education. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this region, particularly in more rural areas.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» There is a significant base of population and jobs despite not being a metropolitan area, housing growth is booming

» Manufacturing employers are booming and need workers

» Logistics and transportation sectors are growing

» Presence of retirees and tourists in the area

# FACILITY CONTEXT






## FACILITY CONDITION

TCAT Morristown's existing facilities are in a mix of conditions. In the buidings from the 1960s and 1970s, a number of renovations have improved aesthetics and usability, but some spaces are no longer adequate for their intended purposes.

The airport campus is in a leased building and is not part of this Master Plan.

## RECENT IMPROVEMENTS

An update to the previous Master Plan was prepared in 2016. This recommended the acquisition of the land to the north of campus and the construction of a new building, which was under construction during the site visit for this Master Plan, but which is included in the space calculations below. This beautiful facility will provide modern facilities for some programs and a significant increase in curb appeal for the campus from Highway 11.

A parking expansion recommended in the previous Master Plan was also completed.

Since the previous plan, the Building Construction and Pipefitting programs were started, and some vacant space has been converted to teaching use.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Advanced Manufacturing

» Cosmetology

» Diesel/Alternate Fuel Vehicle Technology

» Industrial Electronics

» Mechatronics

» Powersports

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Interior renovations | 2018 |
| HVAC upgrades | 2019 |
| New building and parking expansions | 2021 |
| Minor interior renovations | varied |

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

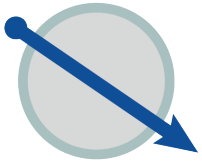
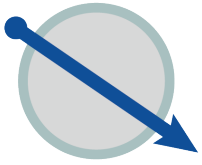
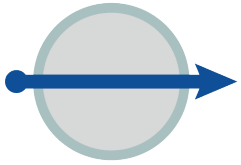
» There is currently no existing industry training space

» Existing academic and general storage space is inadequate

» The amount of other types of spaces is adequate, but they are of poor quality



# PROGRAM ASSESSMENTS

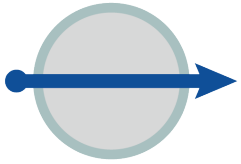
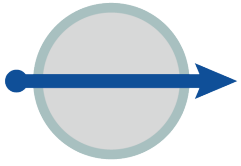
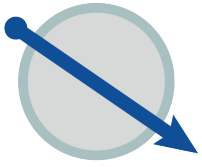
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 14 |  |  |  |
| Auto Body/ Collision Repair | 15 |  |  |  |
| Automotive Technology | 20 |  |  |  |
| Building Construction Technology | 4 | NEW PROGRAM | NOT AVAILABLE |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

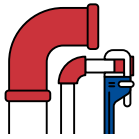
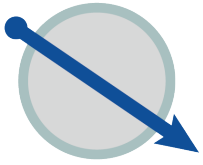
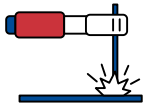
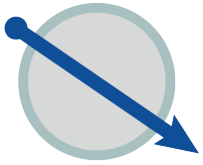
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| CAD Technology | 14 | → | MEDIUM | MEDIUM |
| Computer Information Technology | 17 | ↘ | MEDIUM | MEDIUM |
| Graphic Design | 8 | ↘ | MEDIUM | MEDIUM |
| HVAC | 15 | ↘ | MEDIUM | MEDIUM |

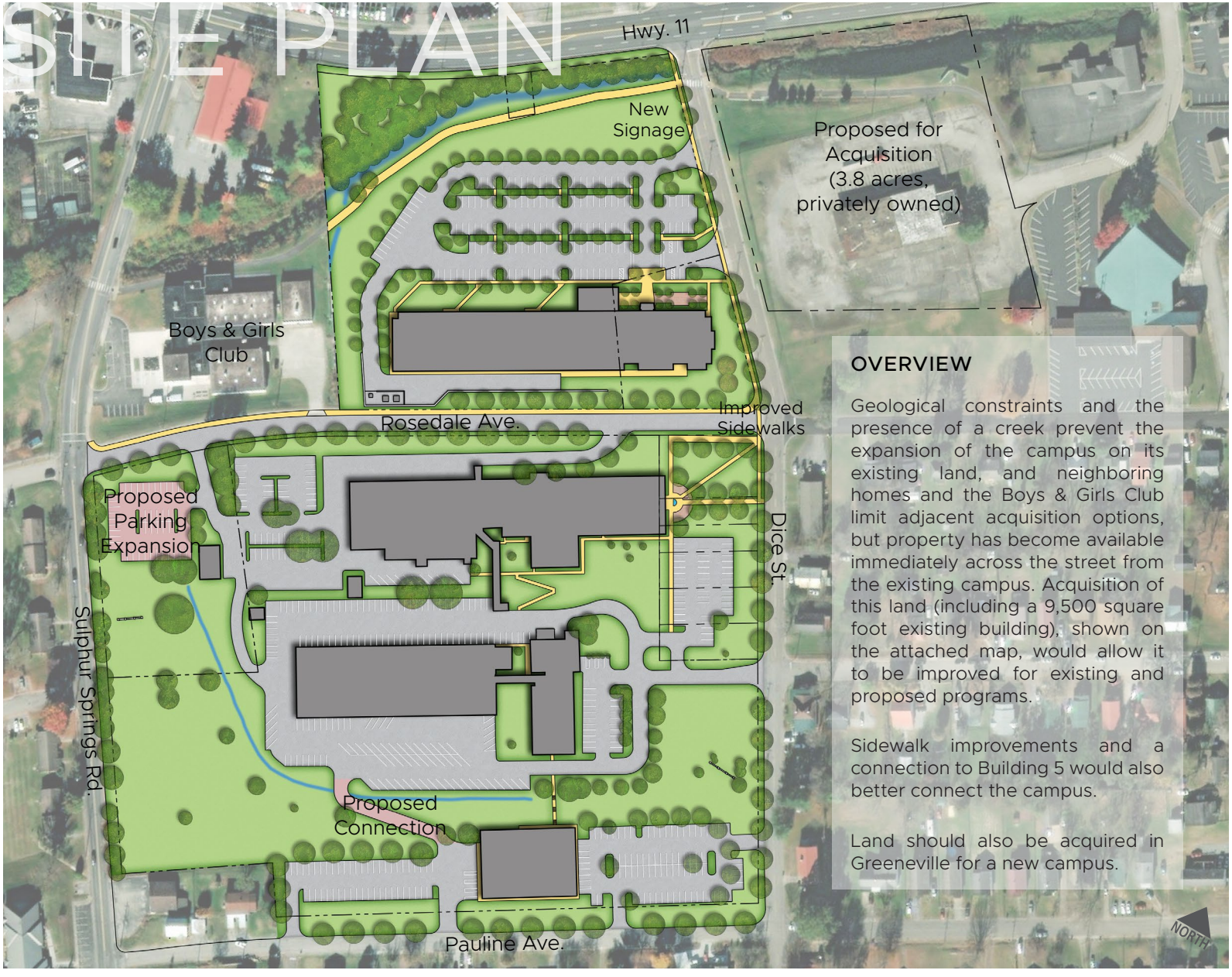
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Industrial Electricity | 23 |  |  |  |
| Industrial Maintenance | 42 |  |  |  |
| Machine Tool Technology | 6 |  |  |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Pipefitting | 7 | NEW PROGRAM | NOT AVAILABLE |   |
|  Practical Nursing (LPN) | 43 |  |   |   |
|  Welding Technology | 17 |  |   |   |

# SITE PLAN



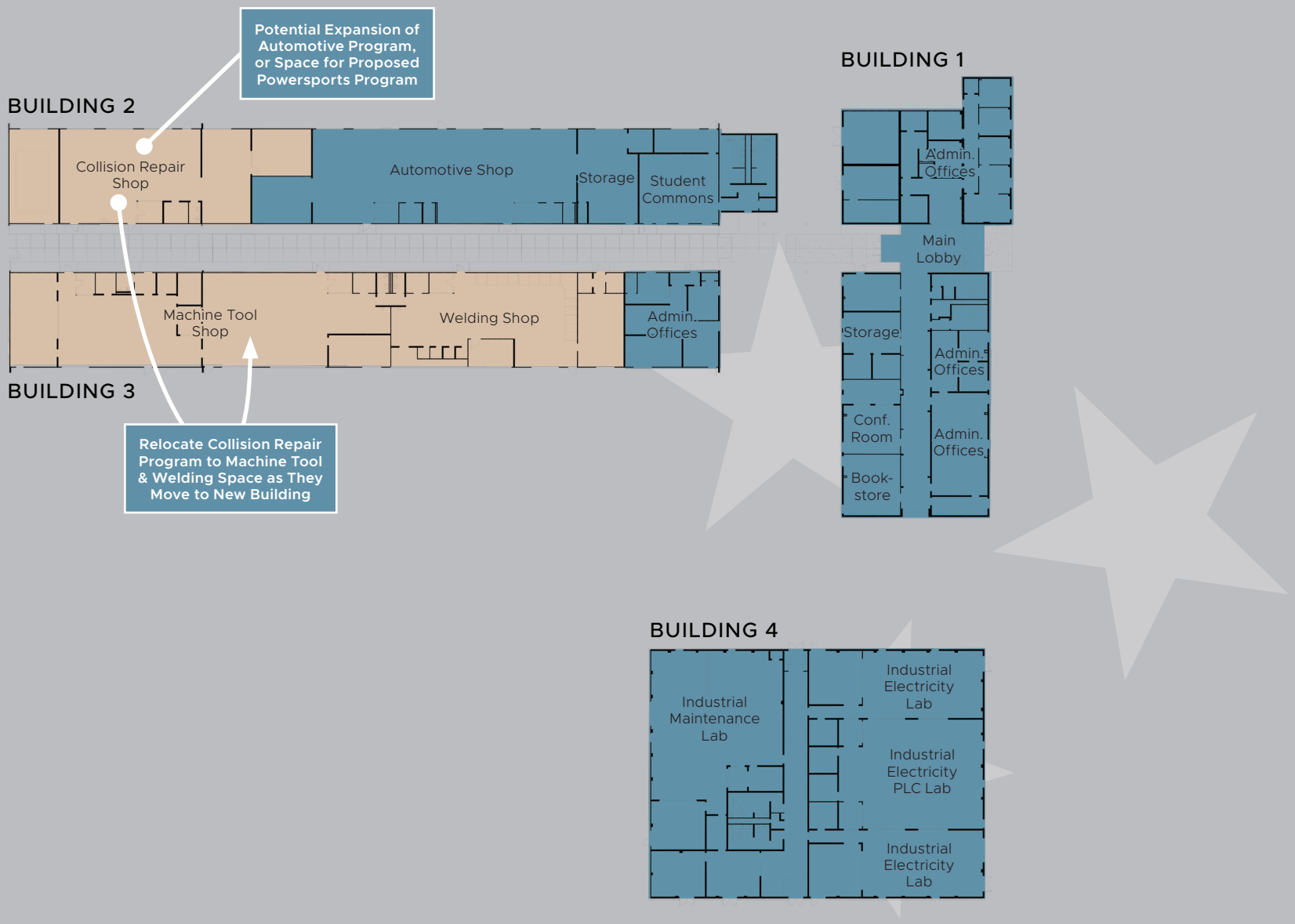

## OVERVIEW

Geological constraints and the presence of a creek prevent the expansion of the campus on its existing land, and neighboring homes and the Boys & Girls Club limit adjacent acquisition options, but property has become available immediately across the street from the existing campus. Acquisition of this land (including a 9,500 square foot existing building), shown on the attached map, would allow it to be improved for existing and proposed programs.

Sidewalk improvements and a connection to Building 5 would also better connect the campus.

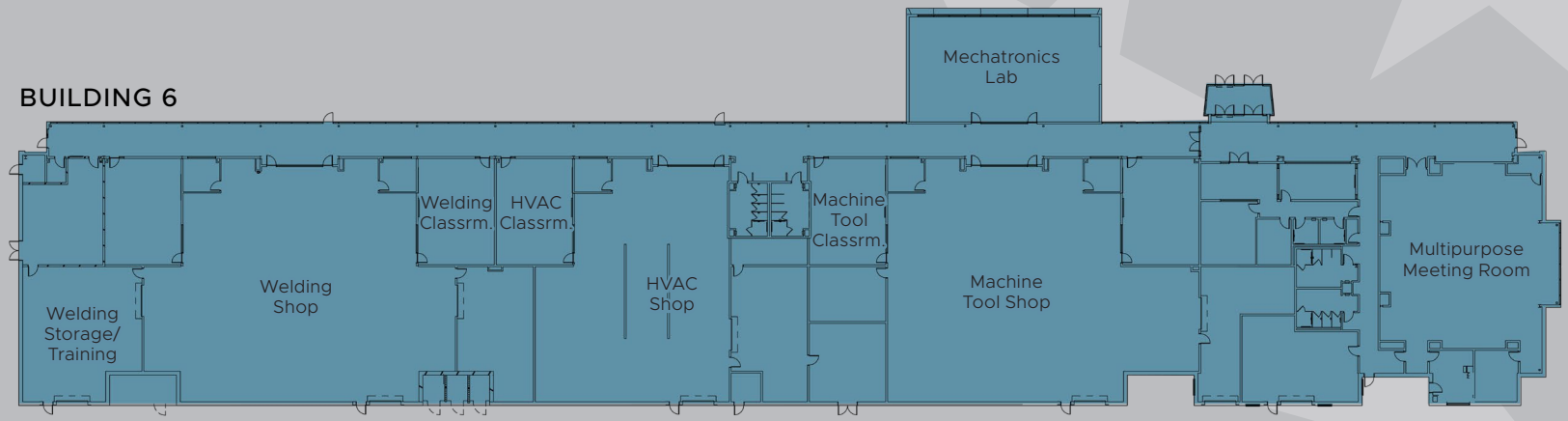
Land should also be acquired in Greeneville for a new campus.

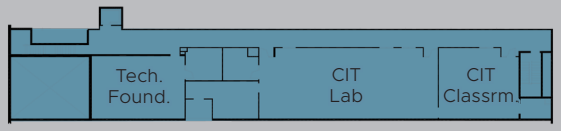
# FLOOR PLANS


Potential Expansion of Automotive Program, or Space for Proposed Powersports Program
BUILDING 2
Collision Repair Shop
Automotive Shop
Storage
Student Commons
Machine Tool Shop
Welding Shop
Admin. Offices
BUILDING 3
Relocate Collision Repair Program to Machine Tool & Welding Space as They Move to New Building
BUILDING 1
Admin. Offices
Main Lobby
Storage
Admin. Offices
Conf. Room
Admin. Offices
Book-store
BUILDING 4
Industrial Maintenance Lab
Industrial Electricity Lab
Industrial Electricity PLC Lab
Industrial Electricity Lab

# FLOOR PLANS

## BUILDING 6



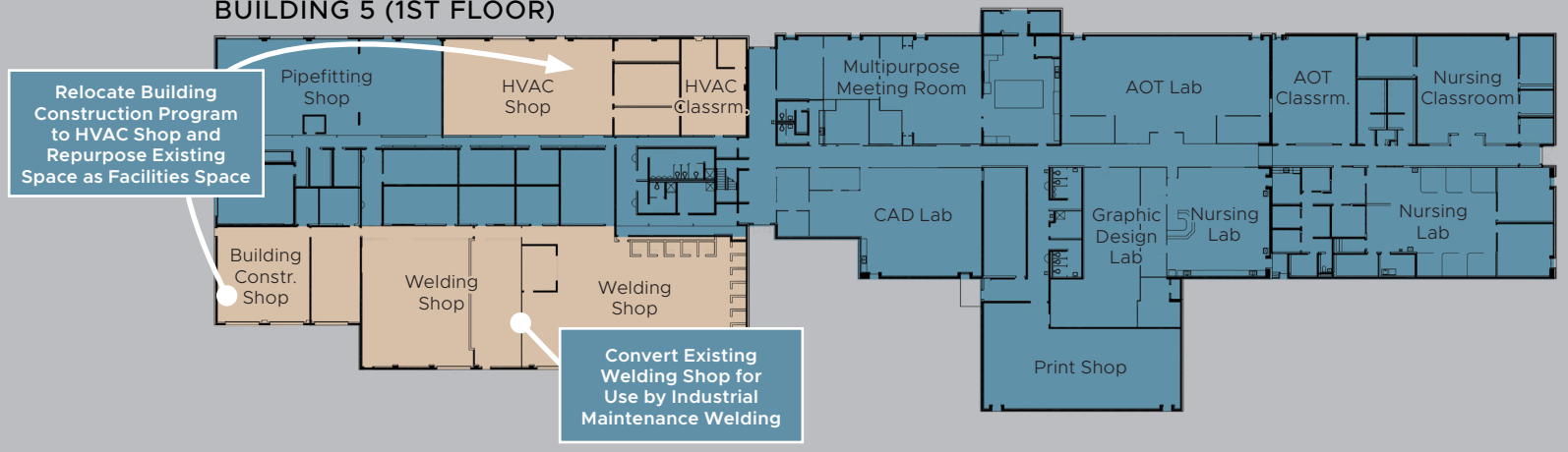




## BUILDING 5 (2ND FLOOR)

## RECOMMENDATIONS

The proposed migrations shown on this and the previous page will backfill space left vacant by programs moving to the new building, and provide necessary space for other programs.

## BUILDING 5 (1ST FLOOR)






# TCAT MURFREESBORO
# MAIN CAMPUS

TENNESSEE COLLEGE
OF APPLIED TECHNOLOGY
MURFREESBORO

1303 Old Fort Parkway | Murfreesboro, TN 37129 | tcatmurfreesboro.edu

# MURFREESBORO
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**223**

DOWN FROM
**259** in **2012-13**

BUILDINGS: 1969, 1976, 1995

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**61,000**

Gross sq. ft.



## LEADERSHIP VISION

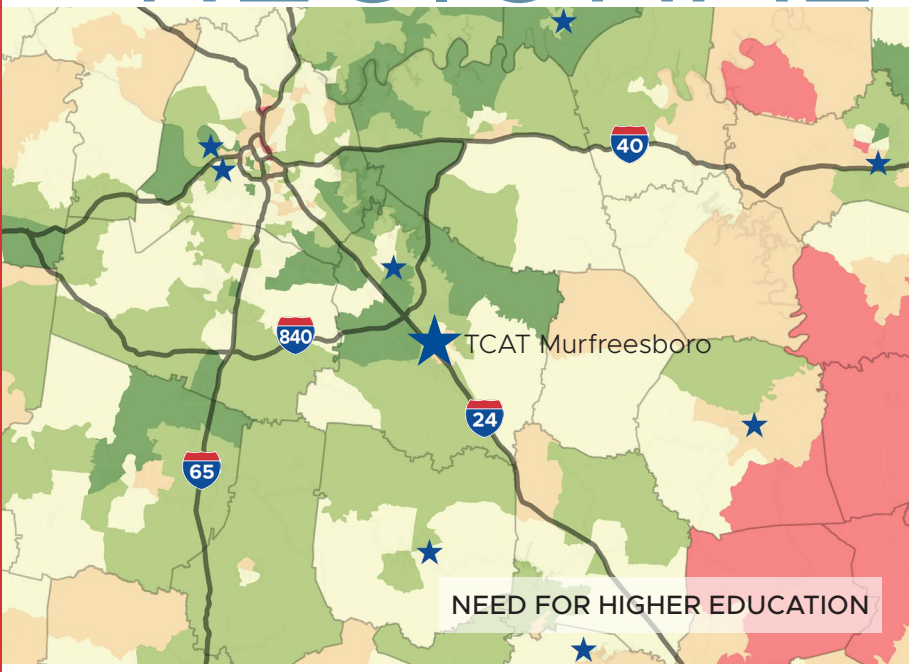
**Dr. Carol Puryear, President**

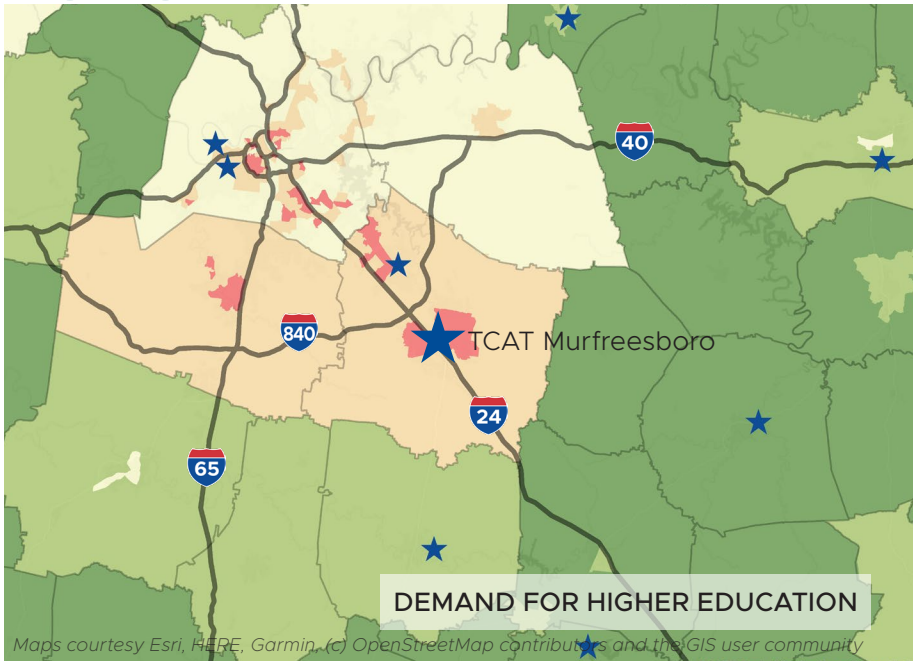
Our moto is Two Campuses with one Mission. We believe in Student Success and being Industry focused in every interaction with our customers.

The mission of the Tennessee College of Applied Technology Murfreesboro is to be the leading training provider for workforce development by delivering the best in technical education to our region.

The vision of the Tennessee College of Applied Technology Murfreesboro is to be an innovative leader in delivering exceptional technical training that supports our state's economic development.

# REGIONAL CONTEXT




Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Murfreesboro's Main Campus is located in an area of moderate and low need for higher education. The campus is also located in an area of high and moderately high demand for higher education, based largely on area demographics. This indicates that demand will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with campus leadership and instructors revealed the following regional context:

» Demand for graduates is increasing

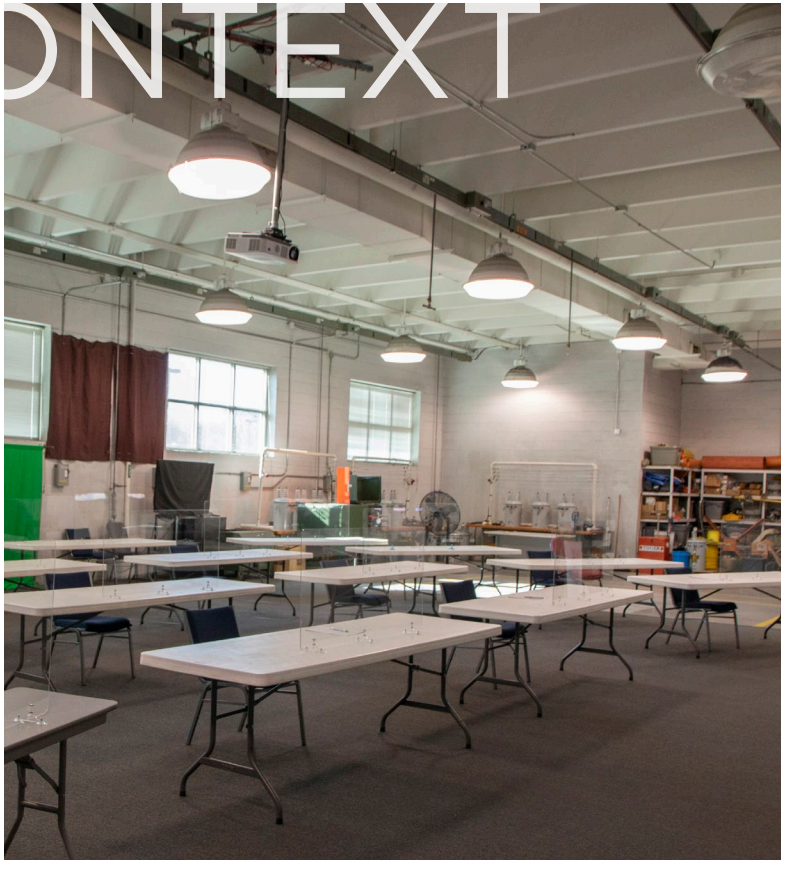
» Rapid population growth in the area

» Many major employers and Fortune 500 companies

» Significant diversity of jobs within the labor pool

# FACILITY CONTEXT





## FACILITY CONDITION

TCAT Murfreesboro's existing facilities are in subpar but functional condition. A number of spaces have been renovated to best meet their current uses. The Nursing program is located in leased space in an abutting building used by the Tennessee Career Center.

The job safety training program does not make the best use of the high bay space it occupies.

The Pharmacy Tech space needs a separate lab and classroom to satisfy accreditation requirements. The lobby is dated and doesn't present a modern, welcoming feel.

## RECENT IMPROVEMENTS

The previous Master Plan did not recommend major improvements on this campus. Several migrations occurred since the previous plan. The Automotive, Industrial Maintenance, Machine Tool, and Welding programs moved to the new Smyrna campus and these spaces on the Murfreesboro campus were repurposed.

## FUTURE PROGRAMS

TCAT leadership recommended the following academic programs be offered on this campus:

» Aesthetics

» EMT

» Hospitality

## SPACE NEEDS

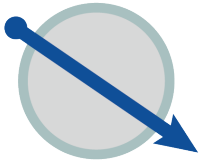
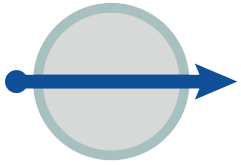
Space needs for each academic program are shown on the following pages. (Space needs for the CAD program are not shown since it is an evening-only program that shares lab space with the Graphic Design program.) All other spaces are adequate in size or larger than needed to serve their purpose.

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Lighting & HVAC upgrades | 2021 |
| Minor interior renovations | varied |

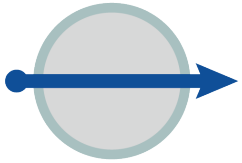
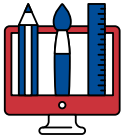
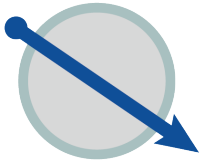


# PROGRAM ASSESSMENTS

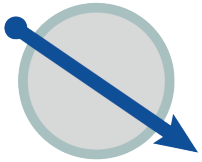
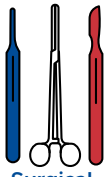
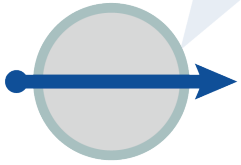
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 13 |  |  |  |
| Central Sterile Processing | 12 | NEW PROGRAM | NOT AVAILABLE |  |
| Computer Information Technology | 21 |  |  |  |
| Cosmetology | 18 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Dental Assistant | 11 |  |   |   |
|  Graphic Design | 15 | NEW PROGRAM |   |   |
|  HVAC | 19 |  |   |   |
|  Pharmacy Technician | 11 |  |   |   |

# PROGRAM ASSESSMENTS

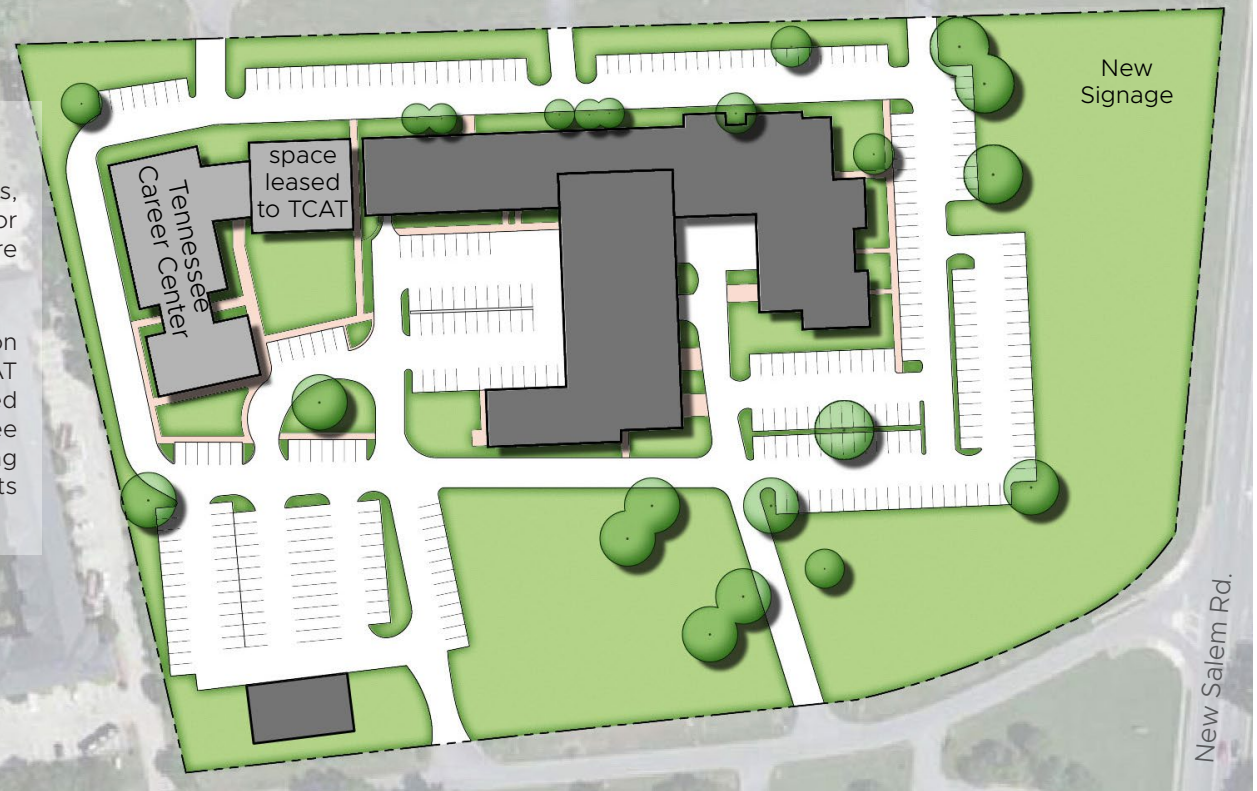
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Practical Nursing (LPN) | 19 |  |  |  |
|  Residential Electricity | 26 | NEW PROGRAM |  |  |
|  Surgical Technology | 17 |  |  |  |

# SITE PLAN

## OVERVIEW

No new buildings, site improvements, or land acquisition are recommended.

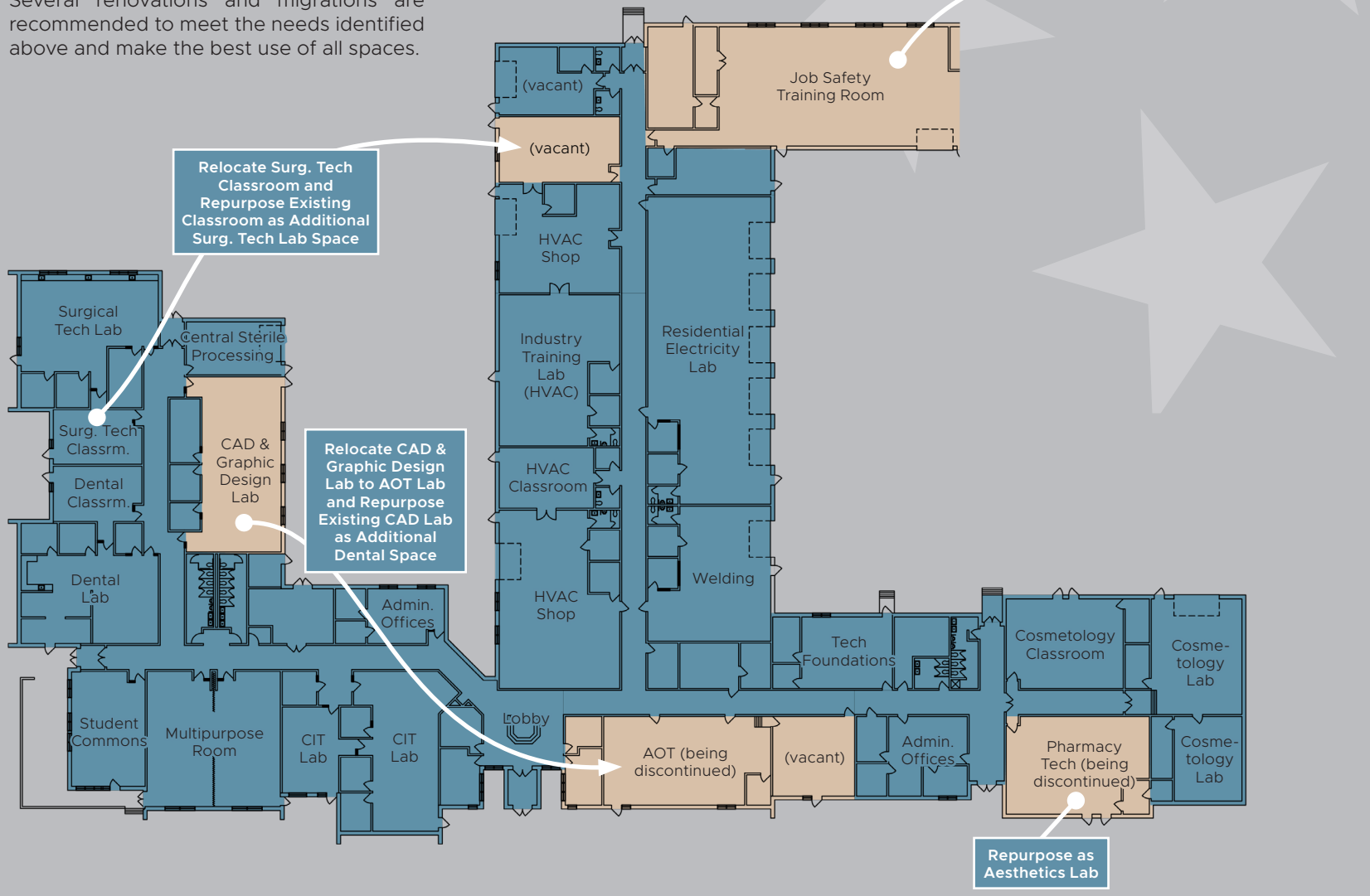
A covered connection between the TCAT building and the leased space in the Tennessee Career Center building would protect students from the elements.



# MIGRATION PLAN

## RECOMMENDATIONS

Several renovations and migrations are recommended to meet the needs identified above and make the best use of all spaces.





# TCAT NASHVILLE
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
NASHVILLE

100 White Bridge Road | Nashville, TN 37209 | tcatnashville.edu

# NASHVILLE
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**431**

DOWN FROM
**515** in **2012-13**

BUILDINGS: 1968, 1980, 1996

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**104,000**

Gross sq. ft.

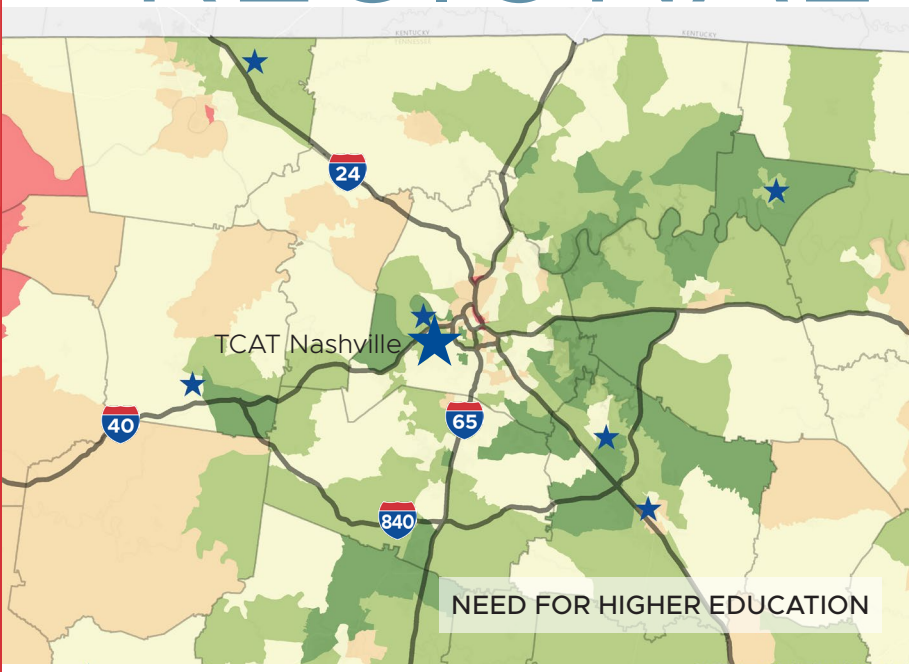


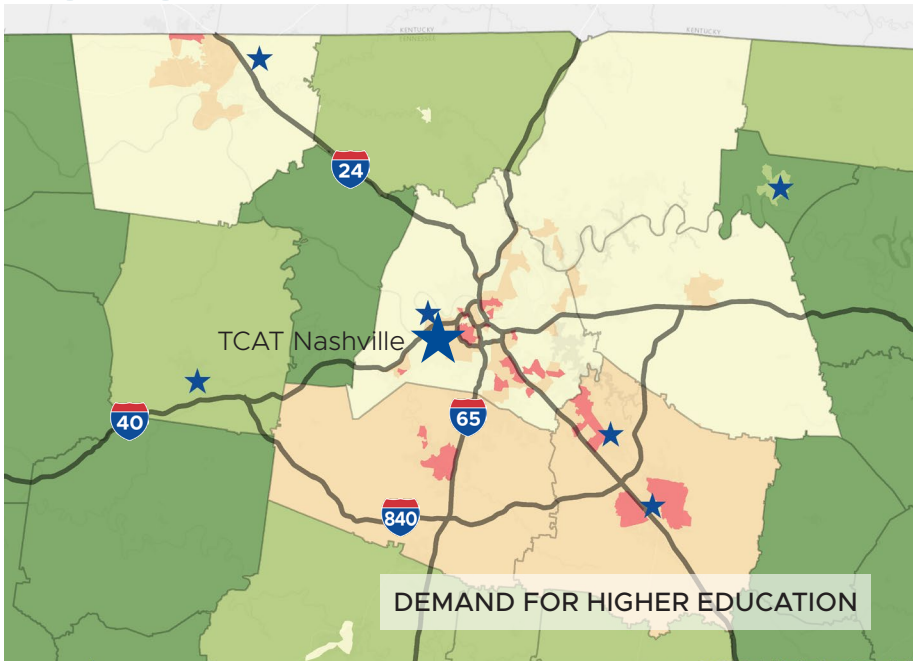
## LEADERSHIP VISION

**Nathan Garrett, President**

TCAT Nashville did not provide a vision statement for the Master Plan.

# REGIONAL CONTEXT




Low | Moderately Low | Moderate | Moderately High | High | State-Owned TBR Campus

## NEED AND DEMAND

TCAT Nashville's Main Campus is located at the center of a multi-county area that is a patchwork of areas of need and demand for higher education. In some areas, the number of residents will drive enrollment growth. In others, it is low educational attainment or other demographic needs.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed a broader regional context.

# FACILITY CONTEXT






## FACILITY CONDITION

TCAT Nashville's existing facilities are in a variety of conditions based on their age, but in general buildings are in poor condition. More than half of the square footage is in buildings over 50 years old. Much of the space is inadequate for their intended purposes. Nearly all spaces are in need of major renovation.

The campus in general presents an outdated, institutional image.

## RECENT IMPROVEMENTS

The Diesel Building recommended in the previous master plan has been completed, along with a small parking expansion. The proposed healthcare building is currently being designed.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Barbering

» EMT

» Industrial Maintenance

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is a need for additional faculty office space

» Existing student commons spaces are too small

» Existing academic storage space is inadequate

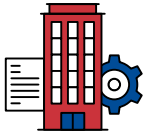
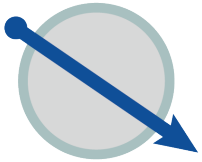
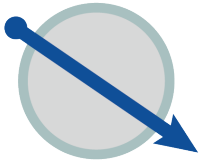
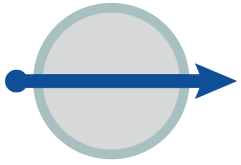
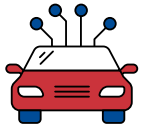
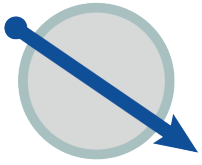
» The amount of other types of spaces is adequate, but they are generally of poor quality

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| New diesel building | 2016 |
| Partial roof replacement | 2018 |
| Infrastructure & HVAC upgrades | 2019 |
| Minor interior renovations | 2021 |



# PROGRAM ASSESSMENTS

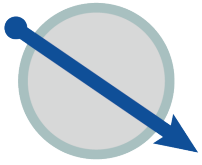
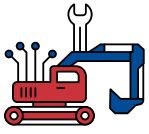
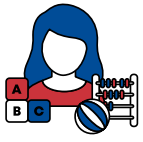
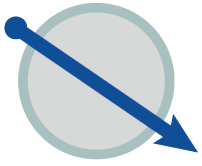
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Administrative Office Technology | 12 |  |  |  |
|  Aesthetics | 8 |  |  |  |
|  Auto Body/ Collision Repair | 21 |  |  |  |
|  Automotive Technology | 25 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

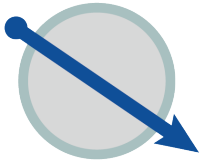
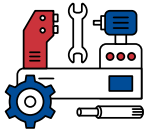
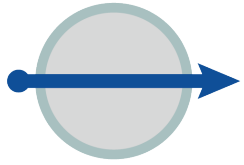
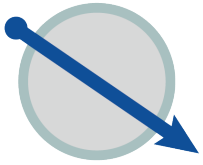
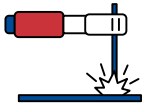
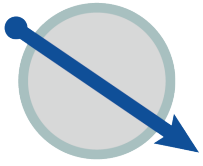
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Building Construction | 31 | → | NOT AVAILABLE | MEDIUM |
| CAD Technology | 11 | → | MEDIUM | MEDIUM |
| Computer Information Technology | 17 | → | MEDIUM | MEDIUM |
| Cosmetology | 32 | ↘ | MEDIUM | MEDIUM |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Dental Assistant | 21 |  |   |   |
|  Dental Lab Technician | 10 |  |   |   |
|  Diesel Equipment Technology | 16 | NEW PROGRAM |   |   |
|  Early Childhood Education | 14 |  |   |   |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  HVAC | 39 |  |  |  |
|  Machine Tool Technology | 18 |  |  |  |
|  Practical Nursing (LPN) | 78 |  |  |  |
|  Welding Technology | 18 |  |  |  |

# SITE PLAN


Proposed Tech Building (1 story)
Future Demolition
Proposed Tech Building (2 stories)
Proposed Collision Repair Building
Renovated Courtyard
Proposed Healthcare Building
White Bridge Road
NORTH

## SITE PLAN OVERVIEW

The proposed Healthcare Building and parking lot/driveway configuration should be constructed as shown in Phase 1.

In Phase 2, three new buildings should be constructed to replace outdated program space in the existing shop building.

» The proposed one-story building adjacent to White Bridge Road should provide space for the HVAC, Welding, and Building Construction programs.

» The proposed two-story building in the middle of campus should provide space for the Machine Tool and Industrial Maintenance programs, as well as a future program.

» The proposed Collision Repair building should provide needed modern shop and classroom space for this program, while also including campus-wide facilties/maintenance space.

Once Phase 2 is complete, the CAD program should be relocated to other existing buildings, and the existing shop building should be demolished to create a central quad.

# FLOOR PLANS

## BUILDING 1




### RECOMMENDATIONS

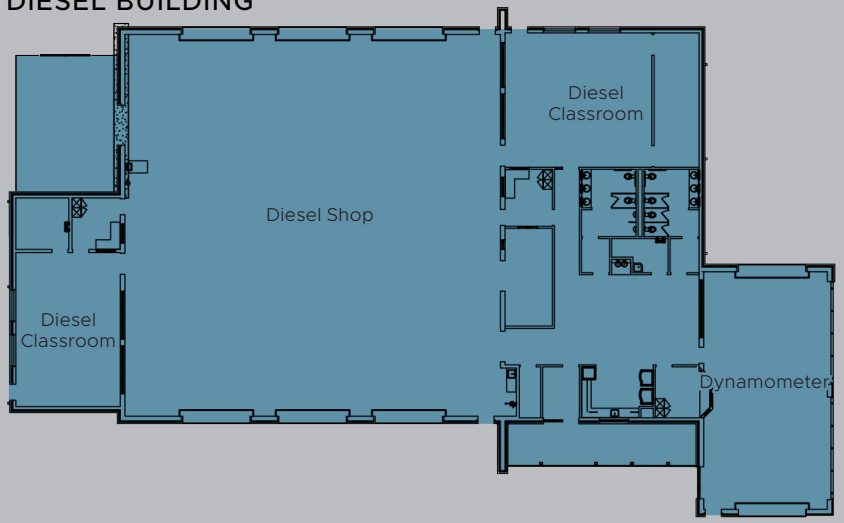
No major internal renovations or migrations are recommended for this campus because of the age and need of the facilities.

## BUILDINGS 2 & 3

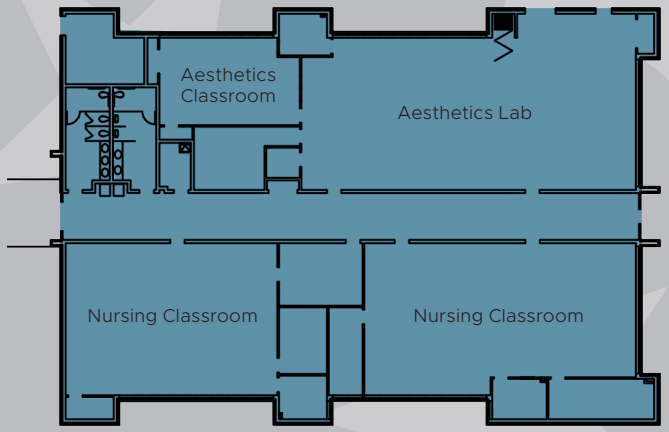


# FLOOR PLANS

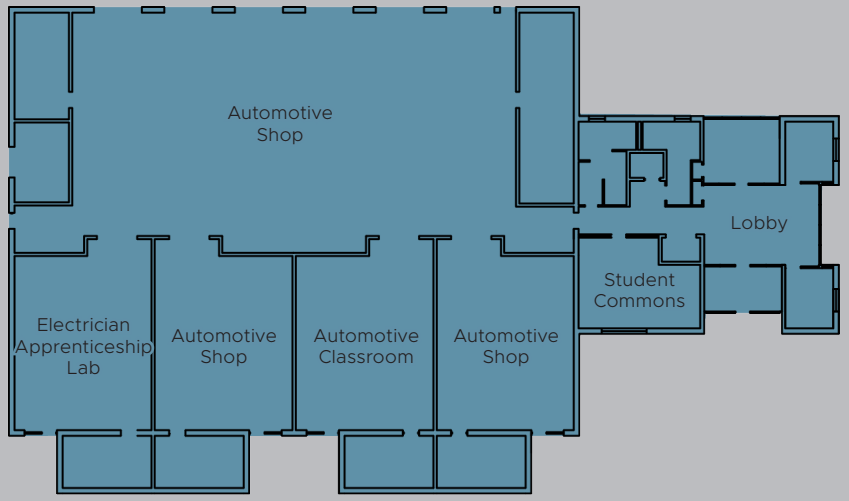
## DIESEL BUILDING



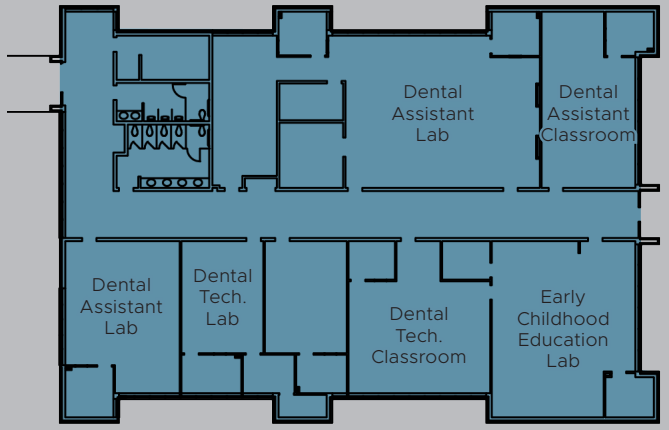

## BUILDING 6




## BUILDING 4




## BUILDING 5





# TCAT NASHVILLE AIRPORT CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY NASHVILLE

7204 Cockrill Bend Road | Nashville, TN 37209 | tcatnashville.edu

# COCKRILL BEND
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**39**

UP FROM
**34** in **2012-13**

BUILDING: 1980

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**13,000**

Gross sq. ft.

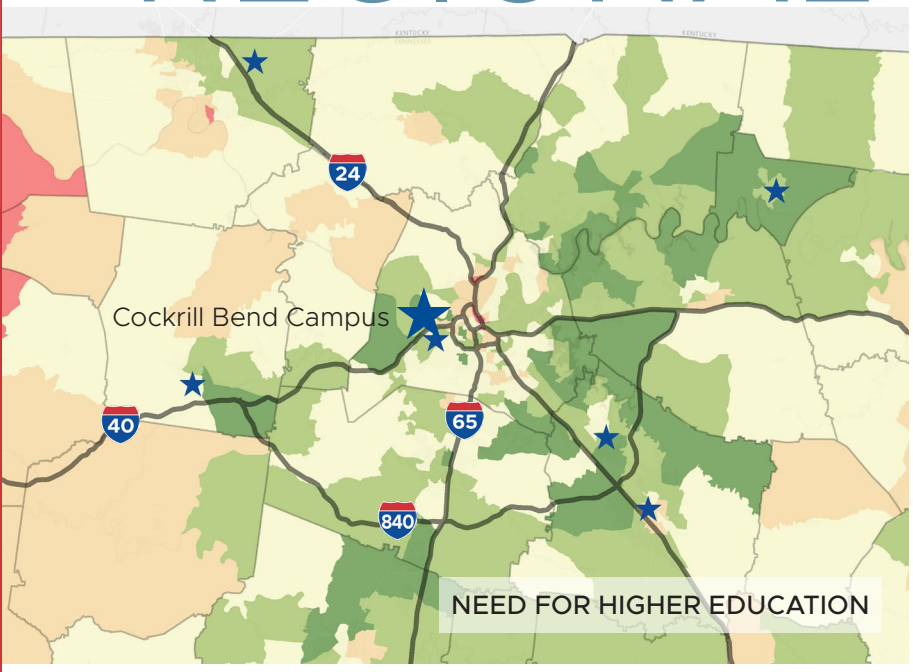


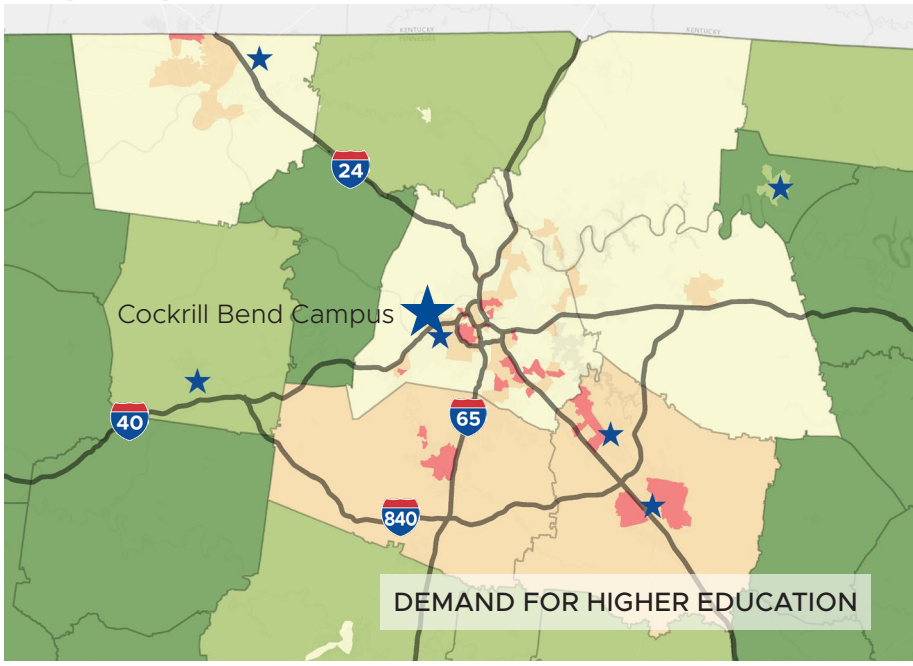
## LEADERSHIP VISION

**Nathan Garrett, President**

TCAT Nashville did not provide a vision statement for the Master Plan.

# REGIONAL CONTEXT



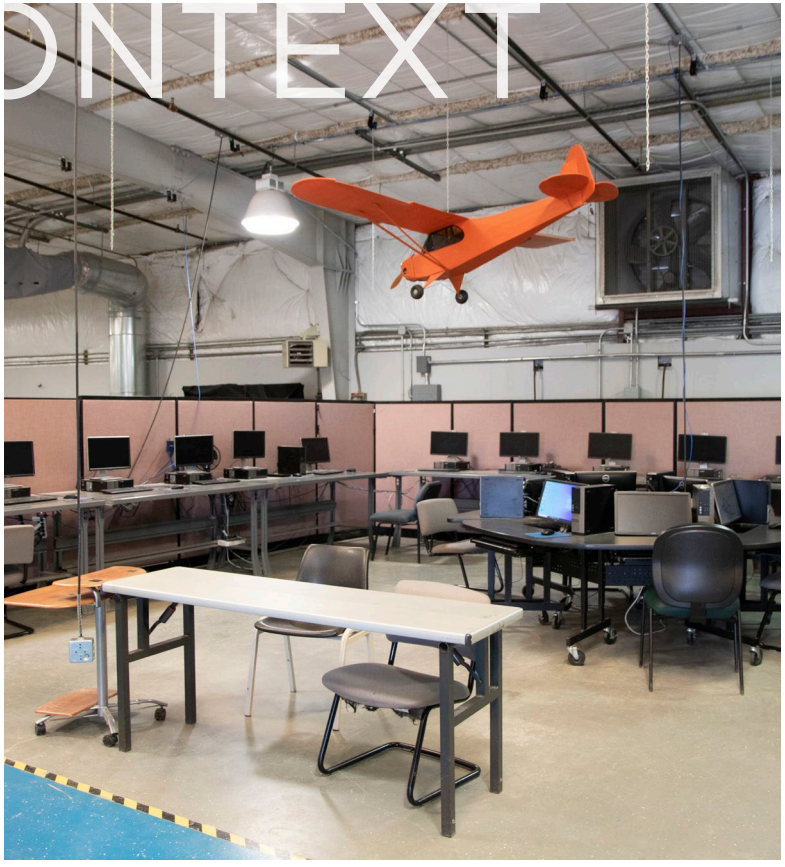

Low | Moderately Low | Moderate | Moderately High | High | State-Owned TBR Campus

## NEED AND DEMAND

TCAT Nashville's Cockrill Ben Campus is located at the center of a multi-county area that is a patchwork of areas of need and demand for higher education. In some areas, the number of residents will drive enrollment growth. In others, it is low educational attainment or other demographic needs.

# FACILITY CONTEXT





## FACILITY CONDITION

TCAT Nashville's Cockrill Bend facilities are in poor condition. The main hanger is more than 40 years old and not designed and configured properly to accommodate the proper aircraft and engines for students. Teaching happens in a series of buildings with various facilities problems that make them inadequate for teaching.

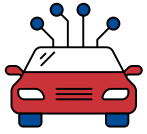
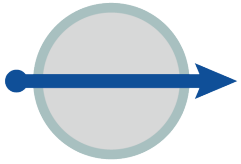
## RECENT IMPROVEMENTS

Since the previous Master Plan, the Building Construction program was relocated from this campus to the Main Campus, freeing up some space for the Aviation program. No major facilities improvements have occured since the previous Master Plan.

## SPACE NEEDS

The amount of space at this campus is adequate, but the arrangement and condition of space does not allow it to be functional.

# PROGRAM ASSESSMENTS

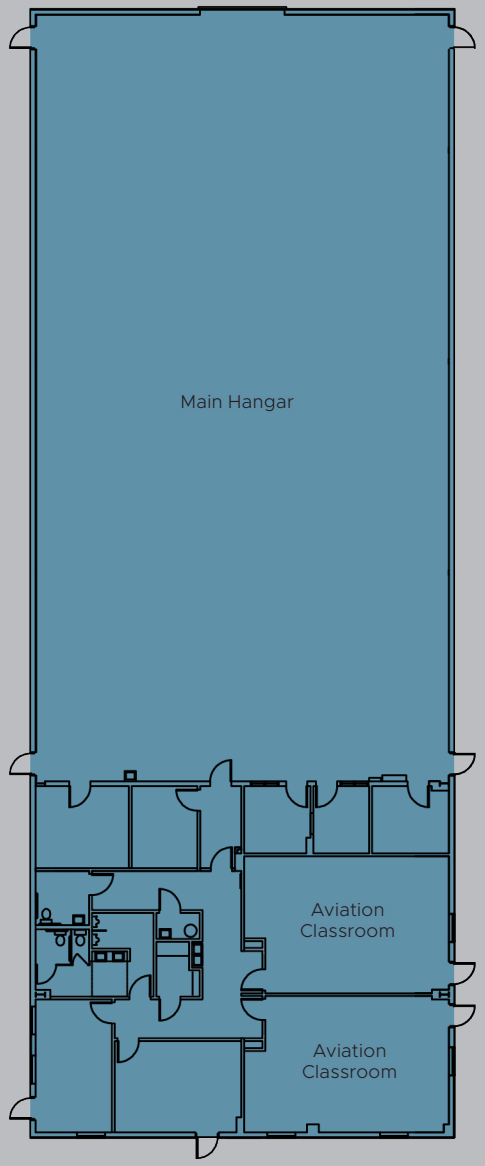
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Aviation Technology | 39 |  |   |   |

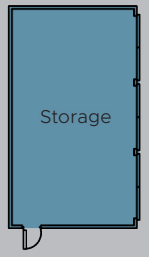
*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

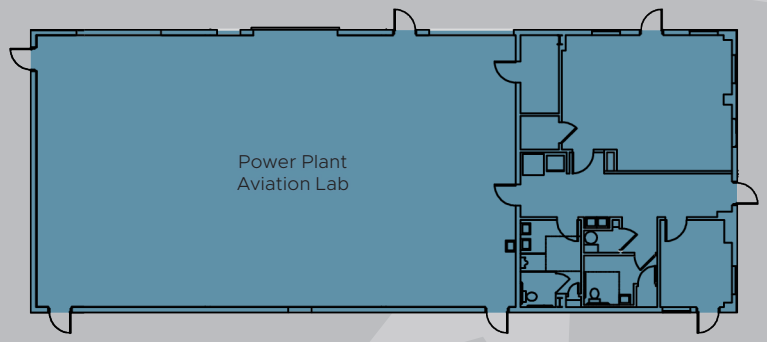
# SITE PLAN


OVERVIEW
A new 20,000 square foot hangar and classroom building should be constructed at the front of the campus, along with a new parking lot. The existing hangar and classroom buildings should then be demolished. The existing storage building should remain.
John C. Tune Airport
Existing Storage Building
Truck Driving pad
New Building
New Signage
Cockrill Bend Blvd.
NORTH

# FLOOR PLANS




## RECOMMENDATIONS

No internal renovations or migrations are recommended for this campus because of the age and need of the facilities.





# TCAT NEWBERN
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
NORTHWEST

340 Washington Street | Newbern, TN 38059 | tcatnewbern.edu

# NEWBERN

## BY THE NUMBERS

2020-2021 ACADEMIC YEAR

FTE ENROLLMENT

**157**

DOWN FROM
**214** in **2012-13**

BUILDINGS: 1964, 2021

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**57,000**

Gross sq. ft.



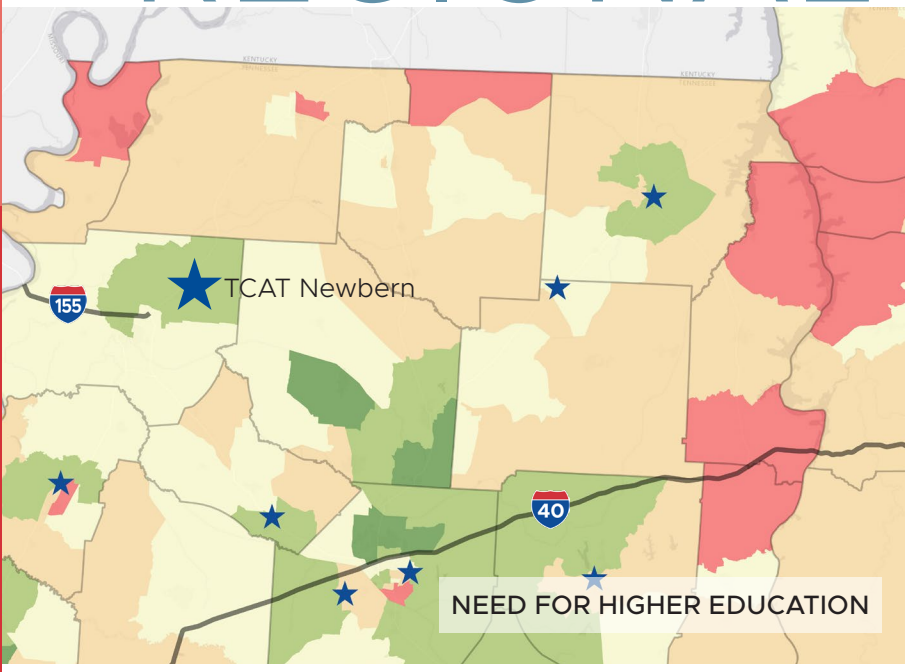
### LEADERSHIP VISION

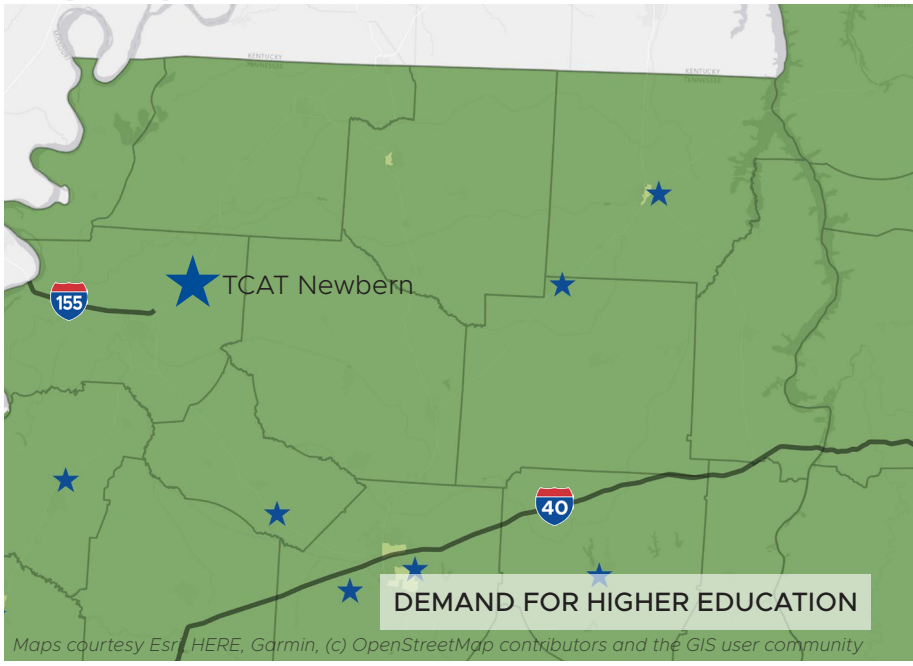
**Dr. Youlanda Jones, President**

TCAT Northwest is one of the state's premier providers of workforce development. The College's goal is to provide competency-based training through superior quality instruction methods that qualify completers for employment and job advancement. We contribute to the economic growth of the communities we serve by training and retraining a highly skilled workforce.

Our students are our top priority, and we continuously focus on access, student success, academic excellence, and workforce development. We take pride in building partnerships within our community and with area employers to meet their workforce demands.

# REGIONAL CONTEXT




Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Newbern's Main Campus is located within an hour's drive of a large, multi-county area of moderately high need for higher education. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Blue Oval City will have a huge impact on the regional economy

» Employers are really needing workers, especially in industrial and technical jobs, also healthcare

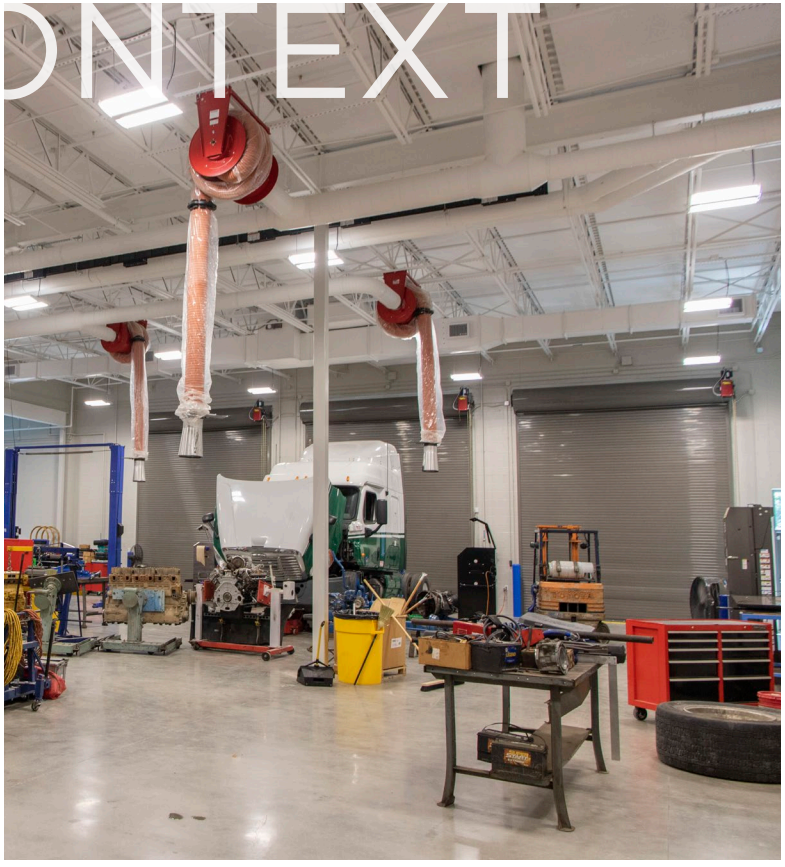
» Housing and construction boom

» Need for industrial, IT, and machinists

» TCAT helps young people stay in the region rather than going away

# FACILITY CONTEXT



## FACILITY CONDITION

TCAT Newbern's facilities are in a mix of conditions based on their age, but overall are rated as subpar. Most buildings are more than 50 years old, and delayed maintenance has led to significant issues that make many spaces inadequate for their intended purposes. Local leaders noted that the design of the buildings matters and can create a stigma based on negative first impressions.

Instructors commented on the aging nature of their facilities and the challenges that come in teaching with a building with facilities issues and dated equipment.

## RECENT IMPROVEMENTS

The Automotive Building has been constructed as recommended in the previous Master Plan, and also includes space for the Diesel Program which was relocated to this campus from leased space.

Since the previous Master Plan, the Industrial Maintenance and HVAC programs have swapped labs to provide more appropriate space for each, the

Cosmetology program opened in the former AOT lab, and a multipurpose room was created in formerly vacant space, all as recommended in the plan. The Electronics Technology program was also replaced by the CIT program.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Building Construction

» Collision Repair

» Healthcare program

» Logistics

» Mechatronics/Robotics

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| HVAC upgrades | 2015 |
| New Transportation Building | 2020 |
| Parking lot repaving | 2021 |
| Minor interior renovations | varied |

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is currently no existing industry training space

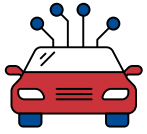
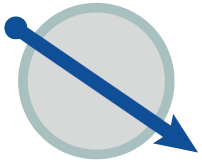
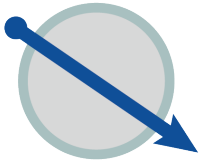
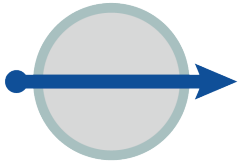
» Faculty office space is too small

» Existing academic and general storage space is inadequate

» The amount of other types of spaces is adequate, but they are of poor quality

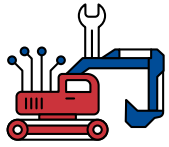
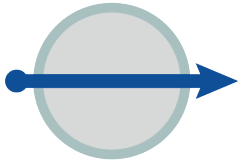
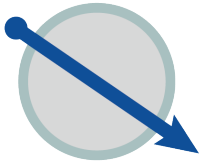
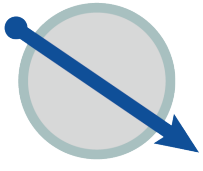


# PROGRAM ASSESSMENTS

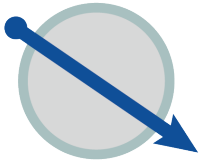
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Automotive Technology | 15 |  |  |  |
|  CAD Technology | 12 |  | NOT AVAILABLE |  |
|  Computer Information Technology | 17 |  |  |  |
|  Cosmetology | 16 | NEW PROGRAM |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Diesel Equipment Technology | 7 | NEW PROGRAM |   |   |
|  HVAC | 15 |  |   |   |
|  Industrial Maintenance | 18 |  |   |   |
|  Machine Tool Technology | 6 |  |   |   |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Practical Nursing (LPN) | 20 |  |   |   |
|  Truck Driving | 1 | NEW PROGRAM |   |   |

# SITE PLAN



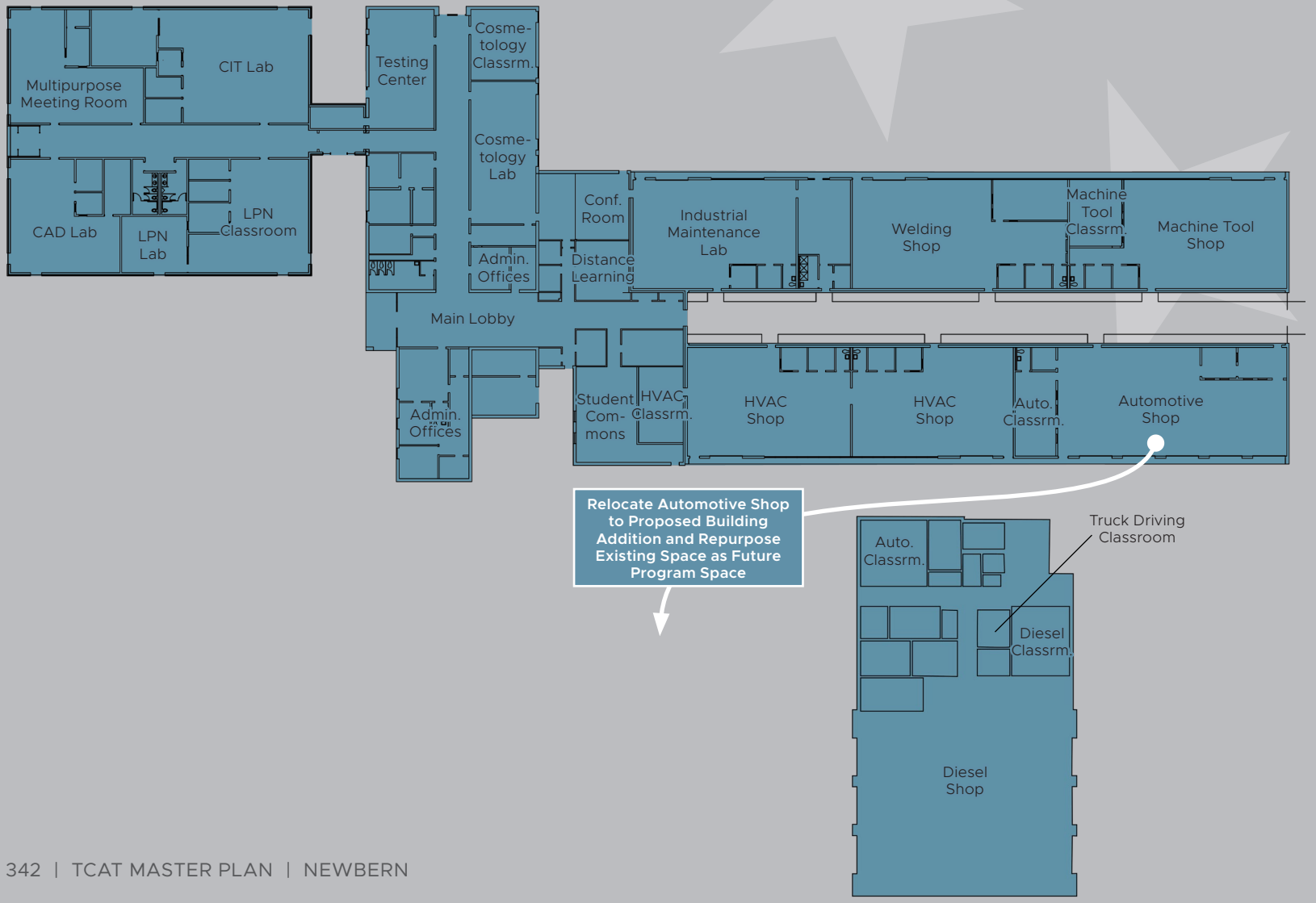

## OVERVIEW

The existing transportation building should be completed as designed to include an Automotive shop.

An addition should be constructed on the existing shop buildings to provide needed space for the Industrial Maintenance program.

A new building should also be constructed in the front of the campus to provided needed space for low and high bay programs.

# FLOOR PLANS


Multipurpose Meeting Room
CIT Lab
Testing Center
Cosme-tology Classrm.
Cosme-tology Lab
CAD Lab
LPN Lab
LPN Classroom
Admin. Offices
Conf. Room
Distance Learning
Industrial Maintenance Lab
Welding Shop
Machine Tool Classrm.
Machine Tool Shop
Main Lobby
Admin. Offices
Student Com-mons
HVAC Classrm.
HVAC Shop
HVAC Shop
Auto. Classrm.
Automotive Shop
Relocate Automotive Shop to Proposed Building Addition and Repurpose Existing Space as Future Program Space
Auto. Classrm.
Truck Driving Classroom
Diesel Classrm.
Diesel Shop



# TCAT ONEIDA/HUNTSVILLE
# ONEIDA CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
ONEIDA/HUNTSVILLE

180 Eli Lane | Oneida, TN 37841 | tcatoneida.edu

# ONEIDA

## BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**44**

UP FROM
**33** in **2012-13**

BUILDINGS: 1964, 1975

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**24,000**

Gross sq. ft.

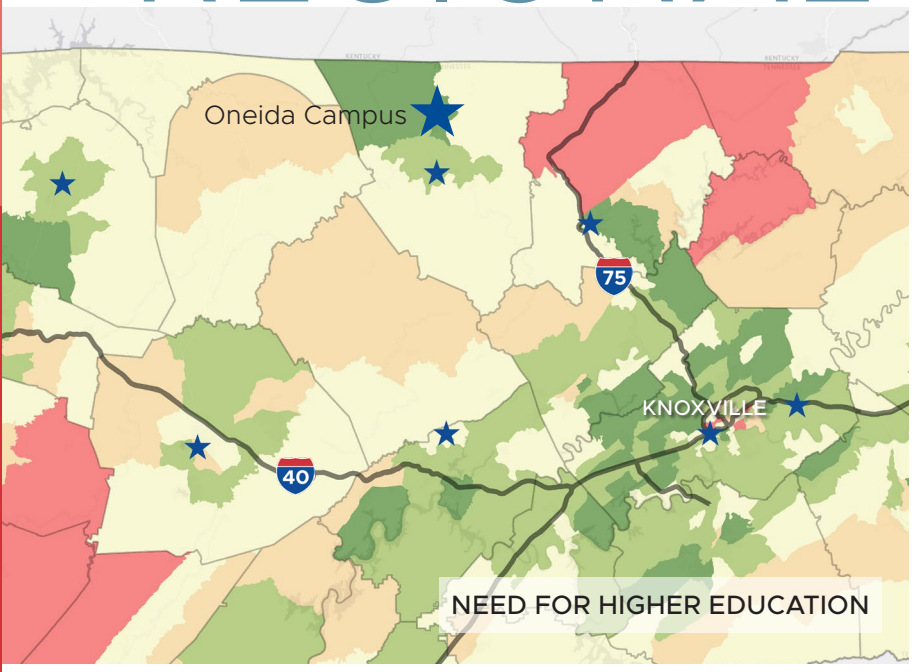


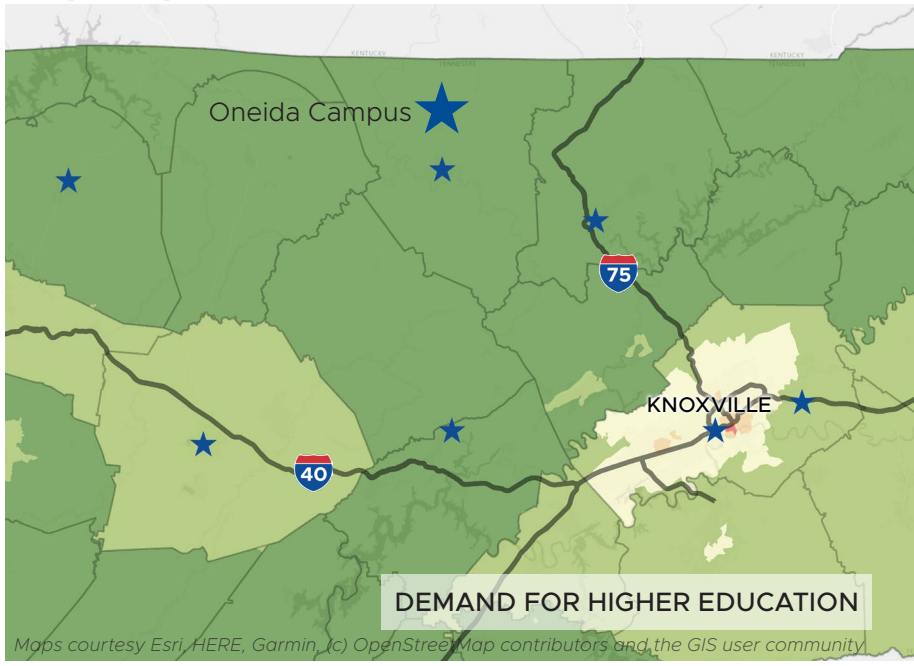
### LEADERSHIP VISION

**Dwight Murphy, President**

The mission and goal of the Tennessee College of Applied Technology Oneida/Huntsville is to prepare students from across our service area with the skills necessary to compete in today's global economy. This college serves a very rural area which is plagued with high unemployment and low per capita income. Our goal is to use educational training tools which will lead to placing students in high demand, high skilled and high wage jobs throughout the region, which will assist in raising wages and moving the area from its economically distressed condition.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Oneida/Huntsville's Oneida Campus is located within an hour's drive of a large, multi-county area of higher education need. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Agriculture is a big part of the local economy

» Home construction is increasing

» The workforce is aging and we need more skilled workers

» The local hospital has partially reopened

» Employers are begging for workers

# FACILITY CONTEXT






## FACILITY CONDITION

Both buildings at the Oneida campus are in poor condition and are more than four decades old. They are no longer adequate to serve the academic and other purposes for which they are intended.

## RECENT IMPROVEMENTS

The previous Master Plan did not recommend any major improvements on this campus and no major changes have occurred to the facilities since that time. Since the last Master Plan, the Licensed Practical Nursing (LPN) and Electronics Technology programs were discontinued, and seven new programs were opened.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Truck Driving

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is currently no industry training space and the multipurpose meeting room is too small

» Faculty office space is too small (there are no administrative offices or administrative presence on this campus)

» Existing academic and facilities storage space is inadequate

### 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

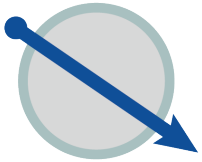
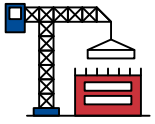
| PROJECT | COMPLETION DATE |
|---|---|
| Minor improvements | varied |

» There is no student commons space

» The amount of other types of spaces is adequate, but some are in need of renovations

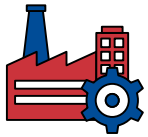


# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Auto Body/ Collision Repair | 5 |  |   |   |
|  Building Construction Technology | 2 | NEW PROGRAM | NOT AVAILABLE |   |
|  Diesel Equipment Technology | 8 | NEW PROGRAM |   |   |
|  Emergency Medical Technician | 2 | NEW PROGRAM |   |   |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

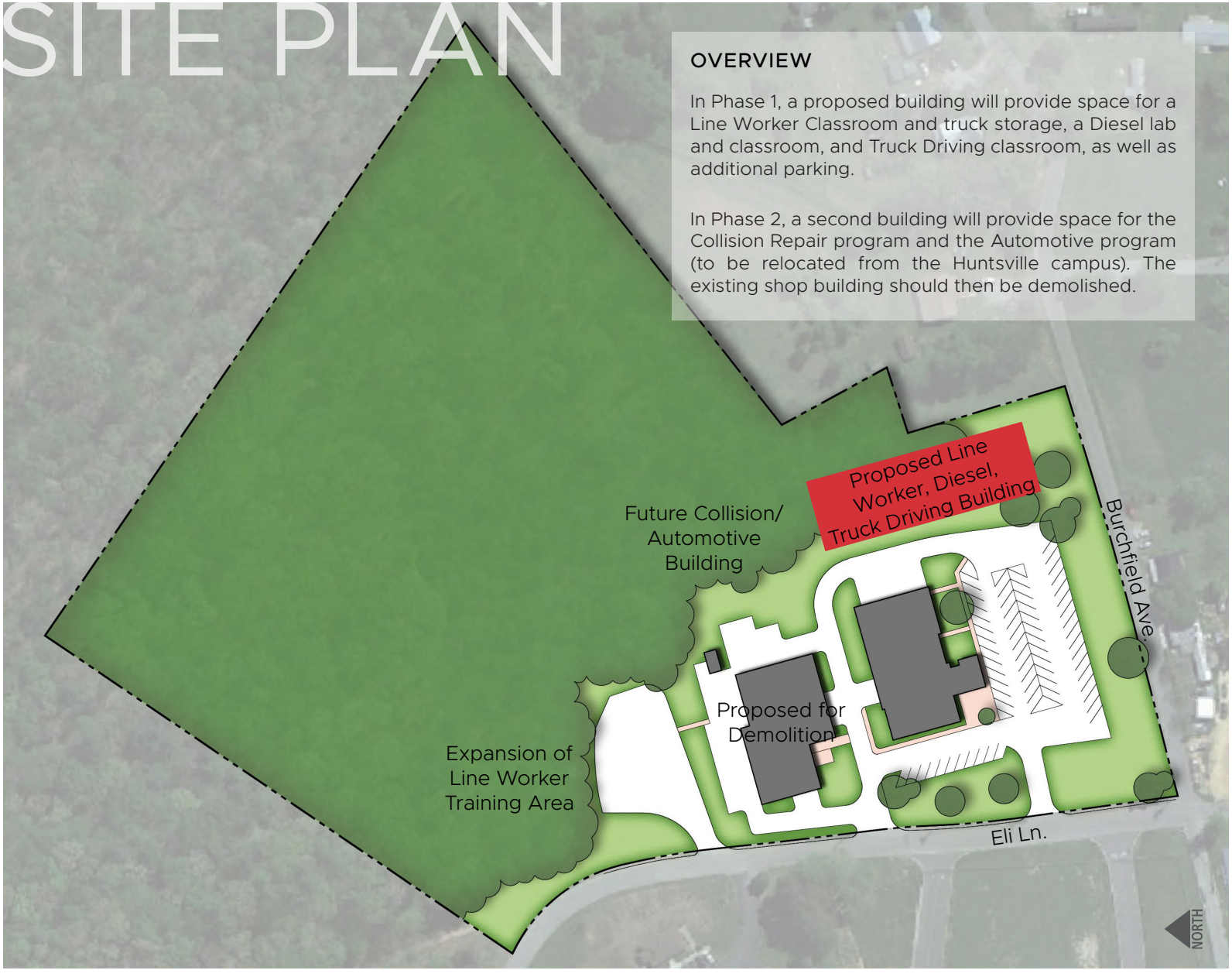
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Industrial Maintenance | 2 | NEW PROGRAM |   |   |
|  Nursing Assistant (CNA) | 2 | NEW PROGRAM |   |   |
|  Pharmacy Technician | 5 | NEW PROGRAM |   |   |
|  Power Line Worker | 17 | NEW PROGRAM |   |   |

# SITE PLAN

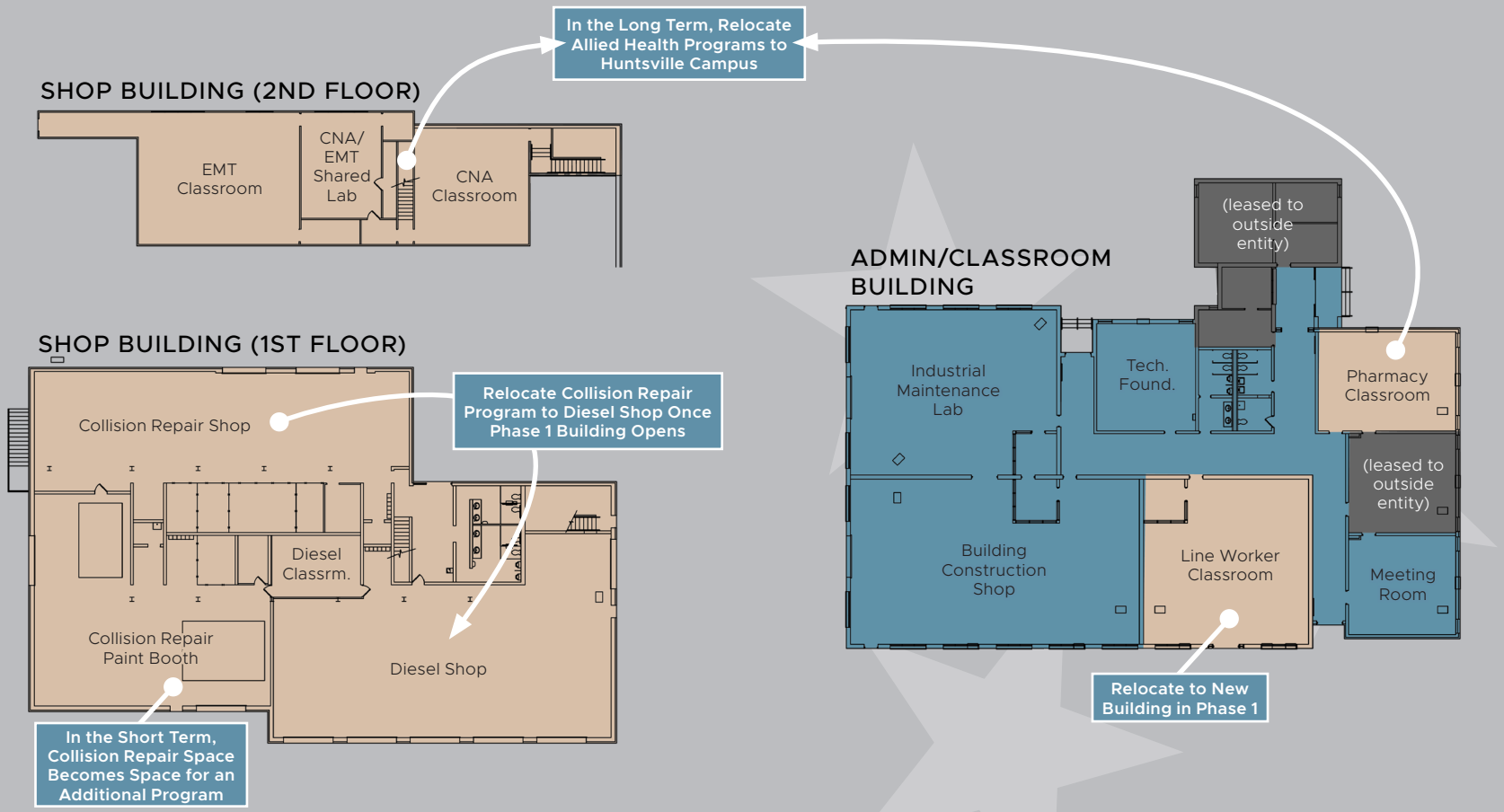
## OVERVIEW

In Phase 1, a proposed building will provide space for a Line Worker Classroom and truck storage, a Diesel lab and classroom, and Truck Driving classroom, as well as additional parking.

In Phase 2, a second building will provide space for the Collision Repair program and the Automotive program (to be relocated from the Huntsville campus). The existing shop building should then be demolished.



# FLOOR PLANS


In the Long Term, Relocate Allied Health Programs to Huntsville Campus
SHOP BUILDING (2ND FLOOR)
EMT Classroom
CNA/ EMT Shared Lab
CNA Classroom
ADMIN/CLASSROOM BUILDING
(leased to outside entity)
Industrial Maintenance Lab
Tech. Found.
Pharmacy Classroom
(leased to outside entity)
Building Construction Shop
Line Worker Classroom
Meeting Room
SHOP BUILDING (1ST FLOOR)
Collision Repair Shop
Relocate Collision Repair Program to Diesel Shop Once Phase 1 Building Opens
Diesel Classrm.
Collision Repair Paint Booth
Diesel Shop
In the Short Term, Collision Repair Space Becomes Space for an Additional Program
Relocate to New Building in Phase 1



# TCAT PARIS
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
PARIS

312 South Wilson Street | Paris, TN 38242 | tcatparis.edu

# PARIS
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**126**

DOWN FROM
**210** in **2012-13**

BUILDINGS: 1972, 1998, 2019

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**57,000**

Gross sq. ft.



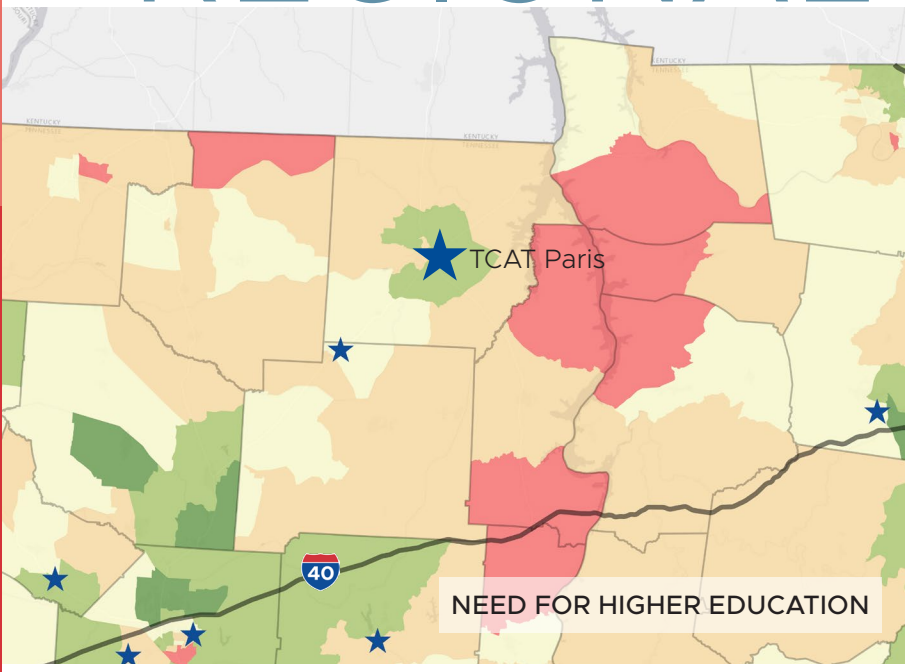
## LEADERSHIP VISION

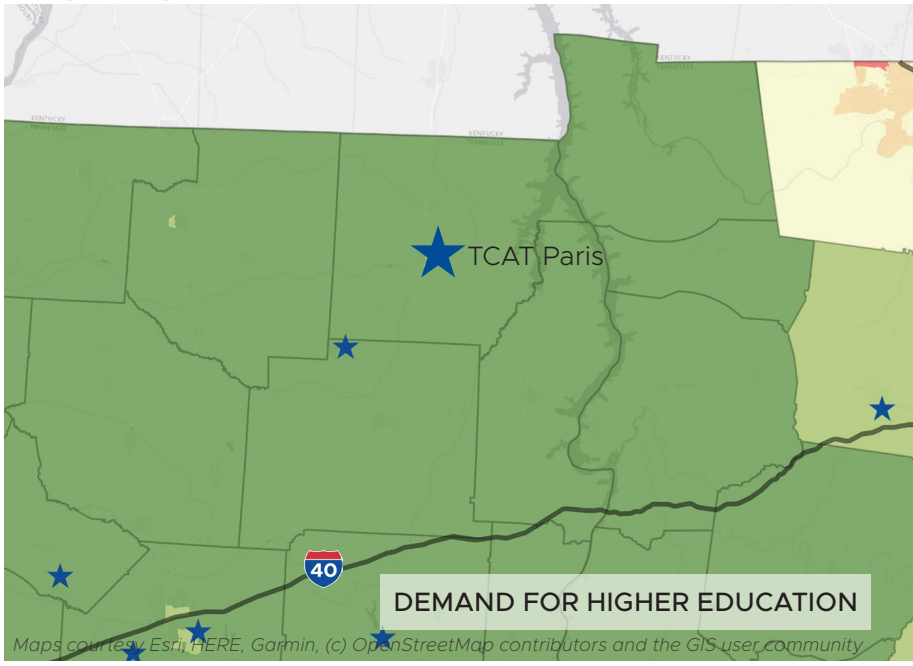
**Willie Huffman, President**

TCAT Paris wants to be the premier provider of workforce development for our service area. We want to build long lasting relationships with businesses and industries to help them fulfill their needs.

We seek to help citizens improve their quality of life, expose the younger generation to technical education earlier, and provide dual enrollment opportunities to high school students.

# REGIONAL CONTEXT




Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Paris's Main Campus is located near a large, multi-county area of higher education need. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- This area is not near an Interstate and so most industrial employers tend to be smaller businesses
- Most new businesses in the area are service or tourism oriented
- Challenges to help employers meet their hiring needs

# FACILITY CONTEXT





## FACILITY CONDITION

TCAT Paris's existing facilities are in poor condition. The majority of the building is more than 50 years old, and has several facilities and other issues that make spaces inadequate for their intended purposes.

## RECENT IMPROVEMENTS

Since the previous Master Plan, an addition was constructed for the Industrial Maintenance and Powersports programs and two small parking expansions were constructed.

Since the previous plan, a number of migrations have also occurred to provide adequate program space, and the Health Information Technology program was started in shared space with the AOT program.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Barbering

» Hospitality & Tourism

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is currently no existing industry training space

» Faculty office space is too small

» Existing academic storage space is inadequate

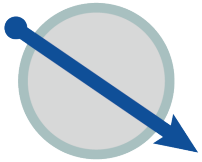
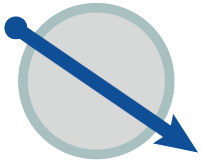
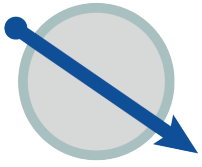
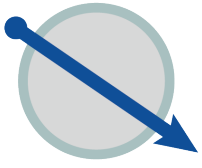
» The amount of other types of spaces is adequate, but some are of poor quality

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Safety improvements | 2015 |
| Roof replacement | 2018 |
| Parking lot expansions and repaving | 2018 |
| Addition | 2019 |
| Minor interior renovations | varied |

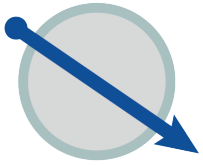
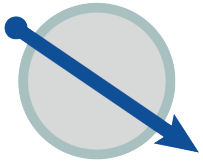


# PROGRAM ASSESSMENTS

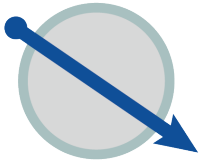
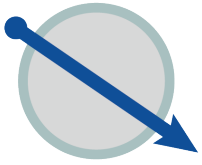
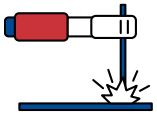
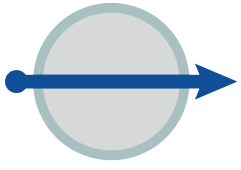
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 7 |  |  |  |
| Auto Body/ Collision Repair | 12 |  |  |  |
| Building Construction Technology | 12 |  | NOT AVAILABLE |  |
| Computer Information Technology | 10 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

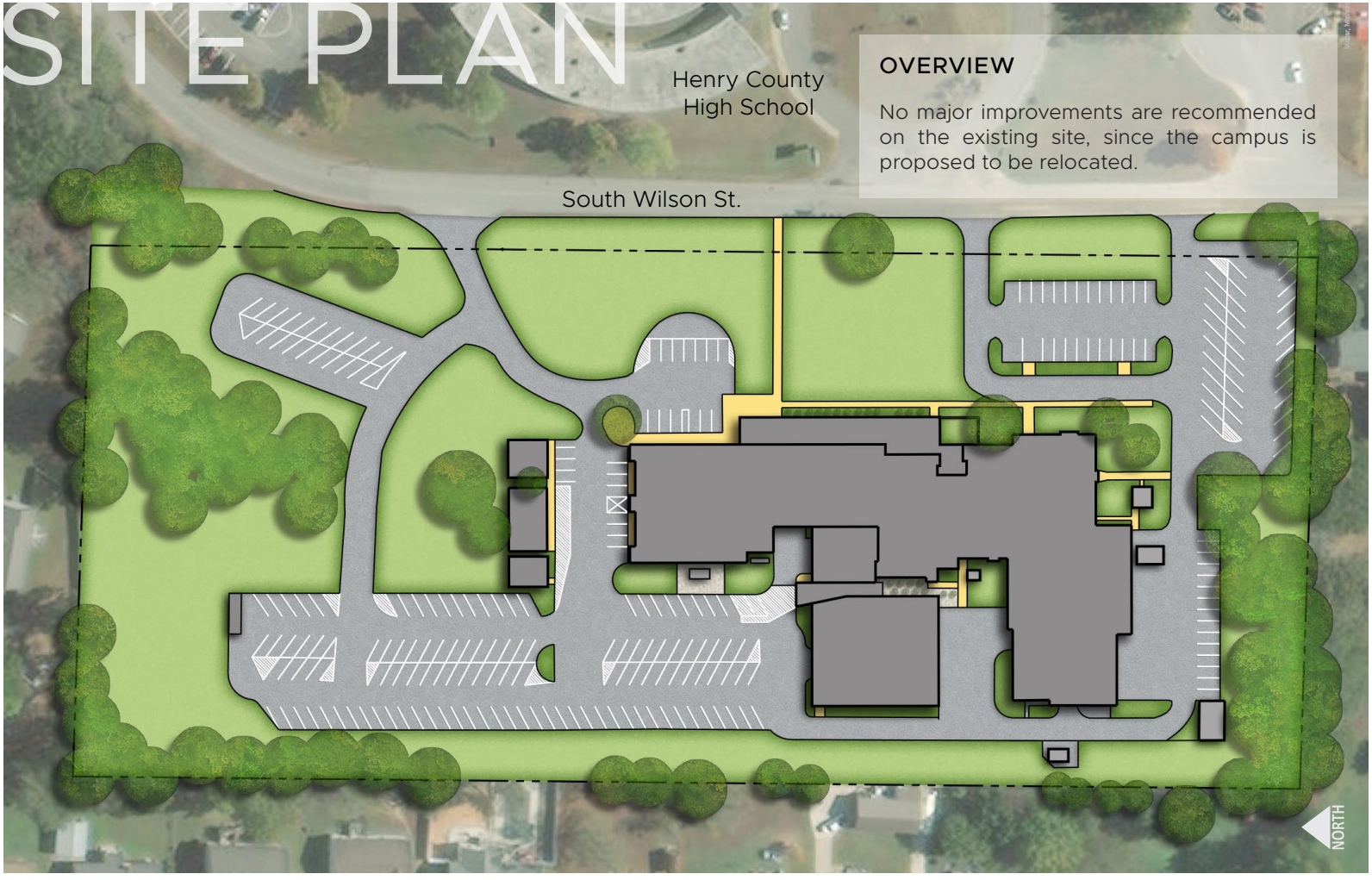
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Cosmetology | 24 |  |  |  |
|  Health Information Management Technology | 4 | NEW PROGRAM |  |  |
|  Industrial Maintenance | 13 |  |  |  |
|  Machine Tool Technology | 3 |  |  |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Power Sports Technology | 8 |  | NOT AVAILABLE |  |
|  Practical Nursing (LPN) | 12 |  |  |  |
|  Welding | 12 |  |  |  |

# SITE PLAN




## OVERVIEW

No major improvements are recommended on the existing site, since the campus is proposed to be relocated.

# LAND ACQUISITION



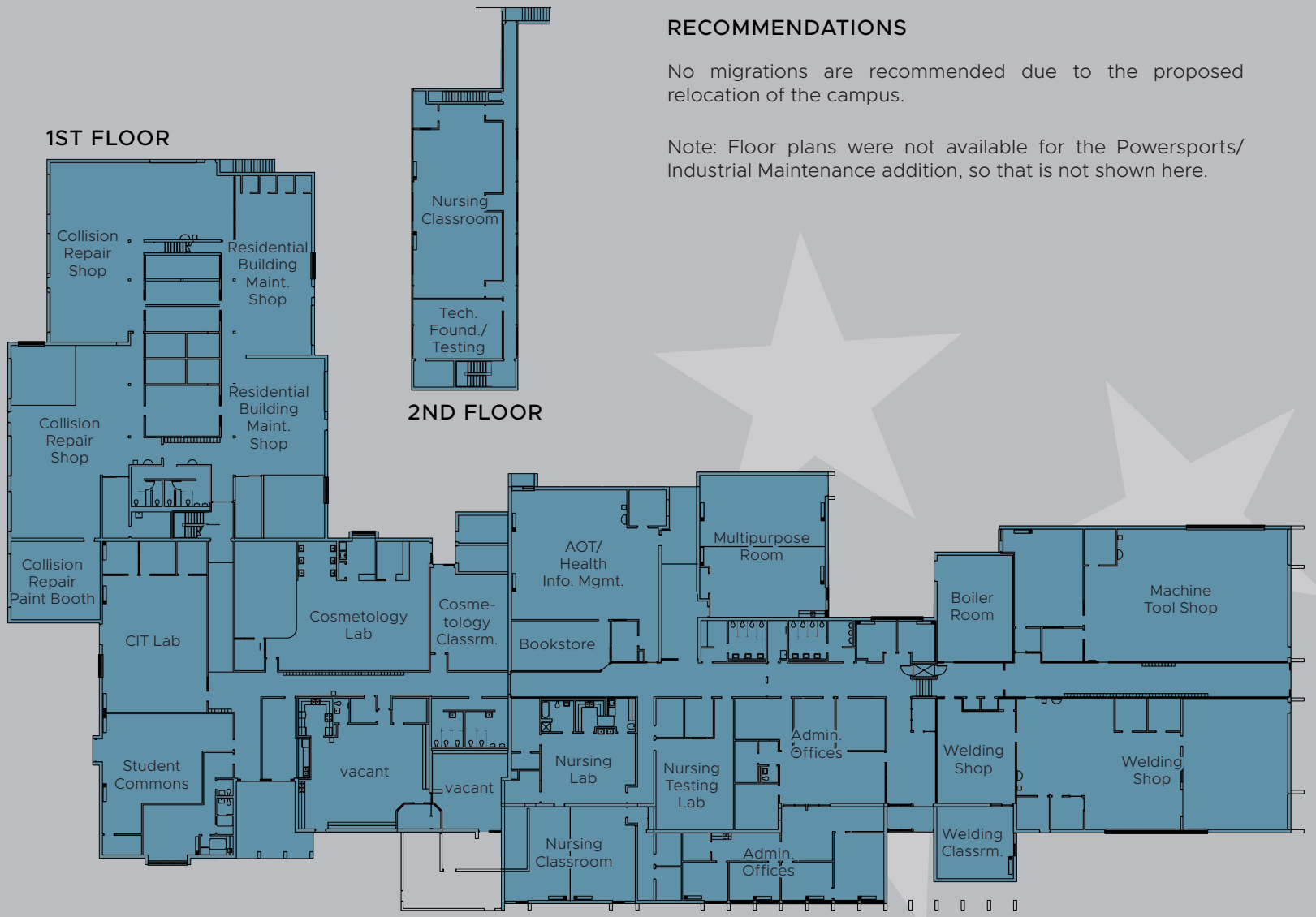

The land shown above is recommended for acquisition in Henry County two miles south of the existing campus for the purpose of constructing a new campus. The new facility on this campus will be shared with Jackson State Community College, but should include approximately 105,000 gross square feet of TCAT space and approximately 200 TCAT parking spaces. The existing campus is located on land owned by Henry County with a long-term lease.

# FLOOR PLANS

## RECOMMENDATIONS

No migrations are recommended due to the proposed relocation of the campus.

Note: Floor plans were not available for the Powersports/ Industrial Maintenance addition, so that is not shown here.







# TCAT PULASKI
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
PULASKI

1233 East College Street | Pulaksi, TN 38478 | tcatpulaski.edu

# PULASKI

## BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**195**

UP FROM
**108** in **2012-13**

BUILDINGS: 1968, 1997

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**57,000**

Gross sq. ft.

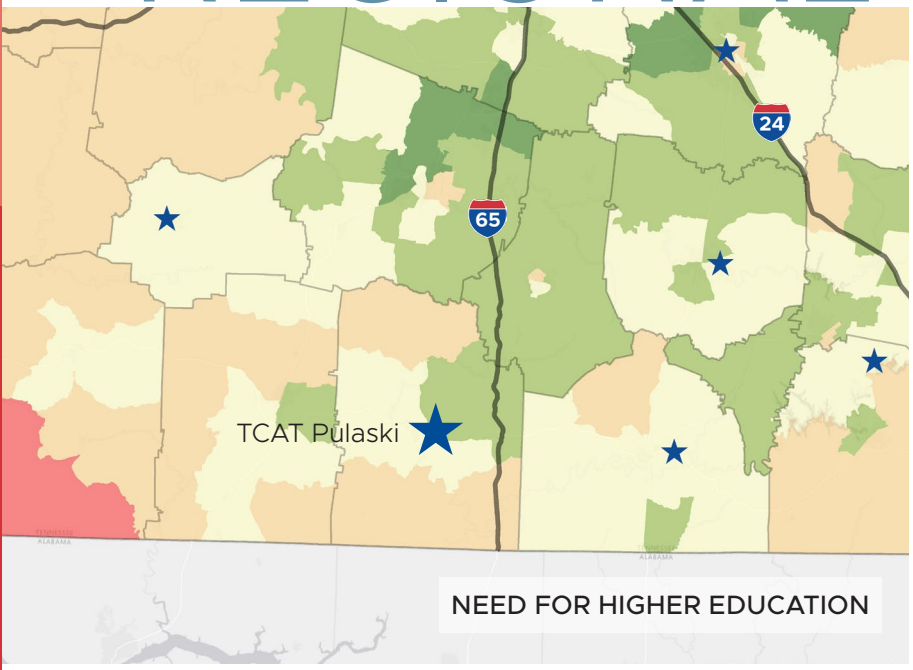


### LEADERSHIP VISION

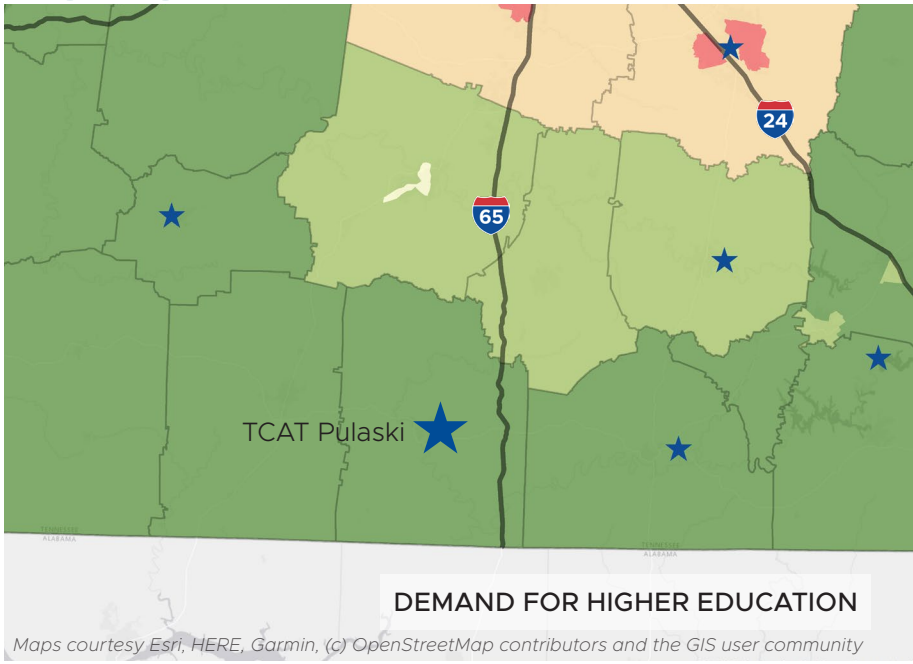
**Mike Whitehead, President**

TCAT Pulaski has a rich history of serving the South-Central Tennessee area as a premier supplier of workforce development through competency-based training. We not only contribute to the economic and community development of the area but have established strong relationships of trust with our community, business, and industry leaders. Our goal is to maintain this trust by continuing to provide marketable skills to students, enabling them to meet the present and anticipated workforce needs of our community. Our goal is to create a campus that not only meets these workforce needs but does so in an inviting and welcoming environment for our students, staff, and faculty.

# REGIONAL CONTEXT




NEED FOR HIGHER EDUCATION




DEMAND FOR HIGHER EDUCATION

*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Pulaski's Main Campus is located in an area of moderately high higher education need. This shows that demographic factors such as educational attainment will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Advanced manufacturing and logistics industries are growing

» Electric vehicles may impact automotive part suppliers since they have fewer components

» The information technology sector is big

» Significant number of certificate programs are offered at local high schools

# FACILITY CONTEXT







## FACILITY CONDITION

TCAT Pulaski's existing facilities are in poor condition. Most of the buildings are more than 50 years old, and while a number of aesthetic and other renovations have occured, many spaces are no longer adequate for their intended purposes. Local leaders commented on the aging nature of the campus and the need for upgrades.

The Industrial Maintenance program does not have dedicated space, so students rotate through other labs to learn the appropriate skills. Some high bay spaces are currently being used as classroom space.

## RECENT IMPROVEMENTS

No major recommendations of the previous Master Plan have been implemented. The Solar Photovoltaic Technician program has been discontinued. The car dealership adjacent to campus was purchased in 2018 but is currently used only for storage.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Automotive Technology

» Cosmetology

» Dental Assistant (currently a part-time only program)

» Diesel Equipment Technology

» EMT

» Farming Operations

» Graphic Design

» Hospitality/Culinary

» Logistics

» Truck Driving

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is no industry training space

» Faculty office space is too small

» Existing academic storage space is inadequate

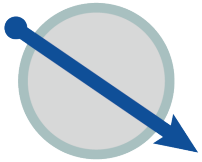
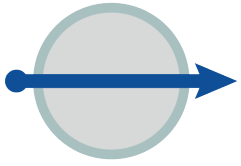
» The amount of other types of spaces is adequate, but some are of poor quality

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| HVAC updates | 2016 |
| Adjacent land acquisition | 2018 |
| Accessibility improvements | 2019 |
| Building system updates | 2020 |
| Interior renovations | varied |

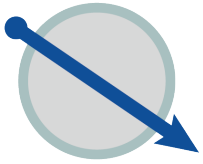
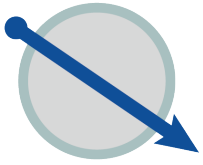
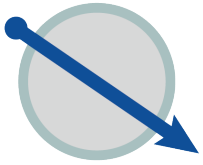


# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 13 |  |  |  |
| Advanced Manufacturing | 12 |  |  |  |
| Building Construction Technology | 12 | NEW PROGRAM | NOT AVAILABLE |  |
| Computer Operating Systems & Network Technology | 14 | NEW PROGRAM |  |  |

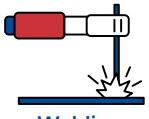
*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

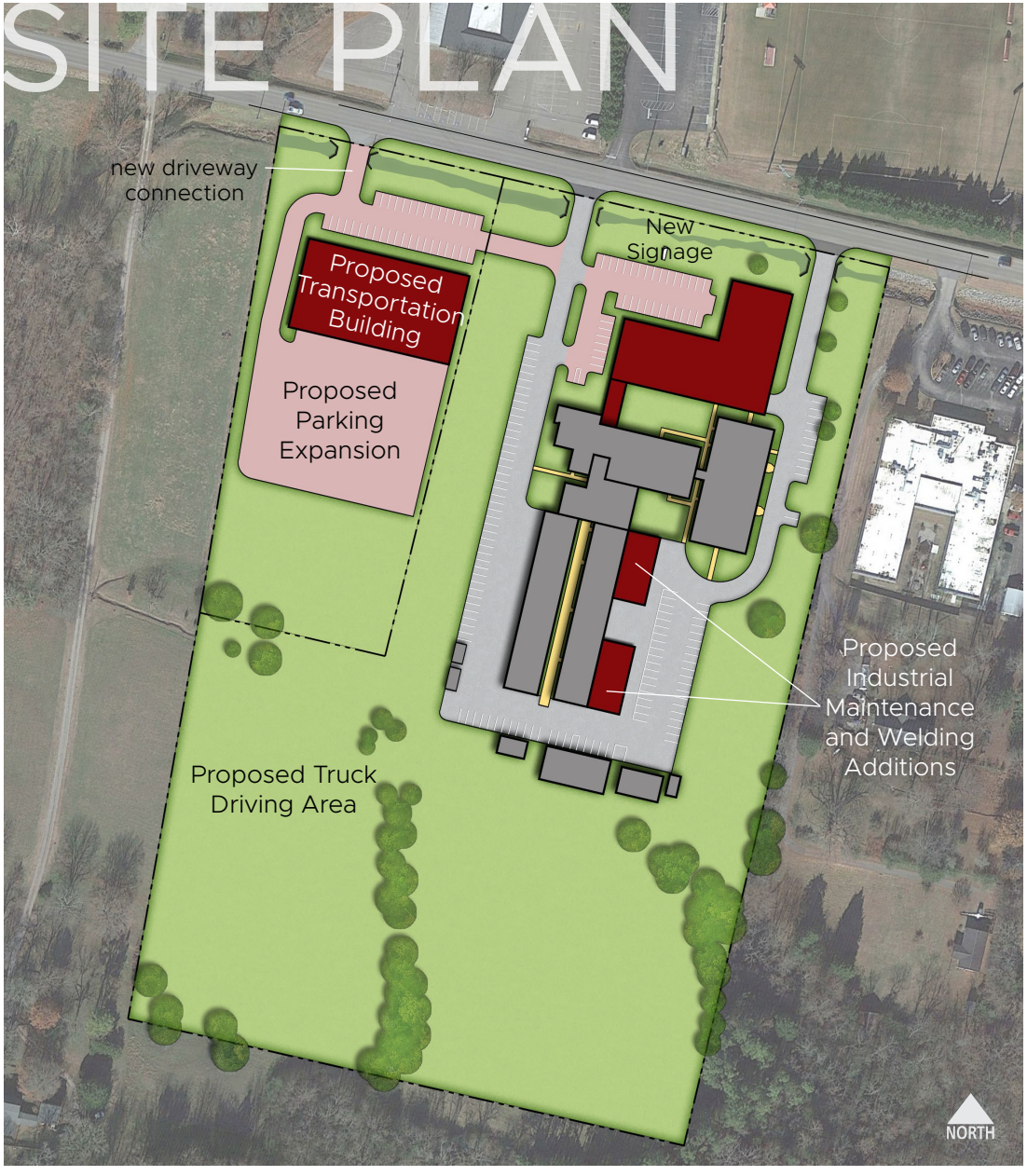
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| HVAC | 11 |  |  |  |
| Industrial Electricity | 10 |  |  |  |
| Industrial Maintenance | 10 |  |  |  |
| Patient Care Technology | 8 | NEW PROGRAM |  |  |

*Note: Evening enrollment is shown for the Industrial Maintenance program, since that is higher than the daytime enrollment*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Pharmacy Technology | 12 | NEW PROGRAM |   |   |
|  Practical Nursing (LPN) | 47 |  |   |   |
|  Welding Technology | 21 |  |   |   |

# SITE PLAN




## OVERVIEW

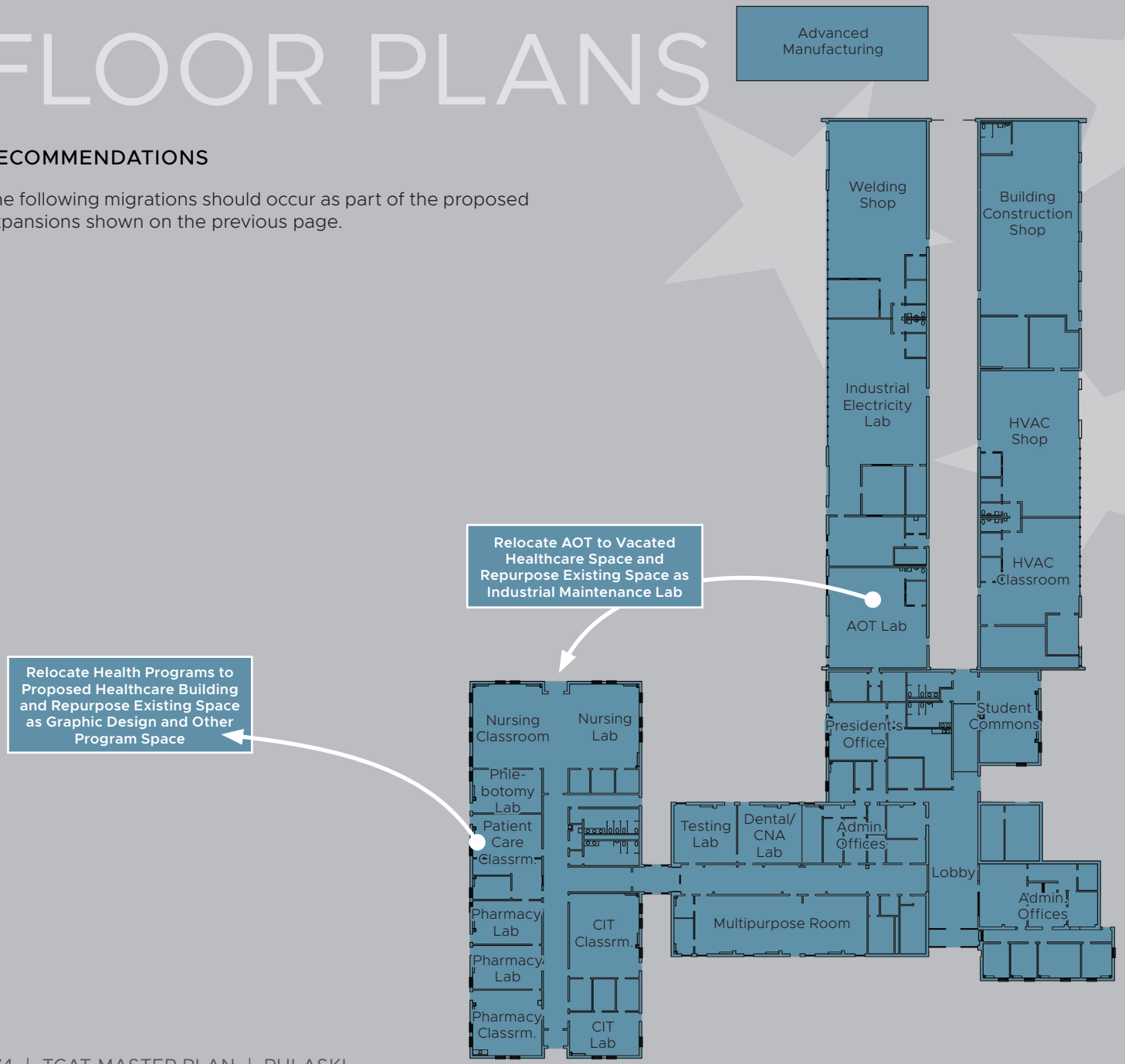
A new transportation building should be constructed to house the Automotive, Advanced Manufacturing, and Truck Driving programs. Additions should also be constructed to the existing shop building for the Welding and Industrial Maintenance programs.

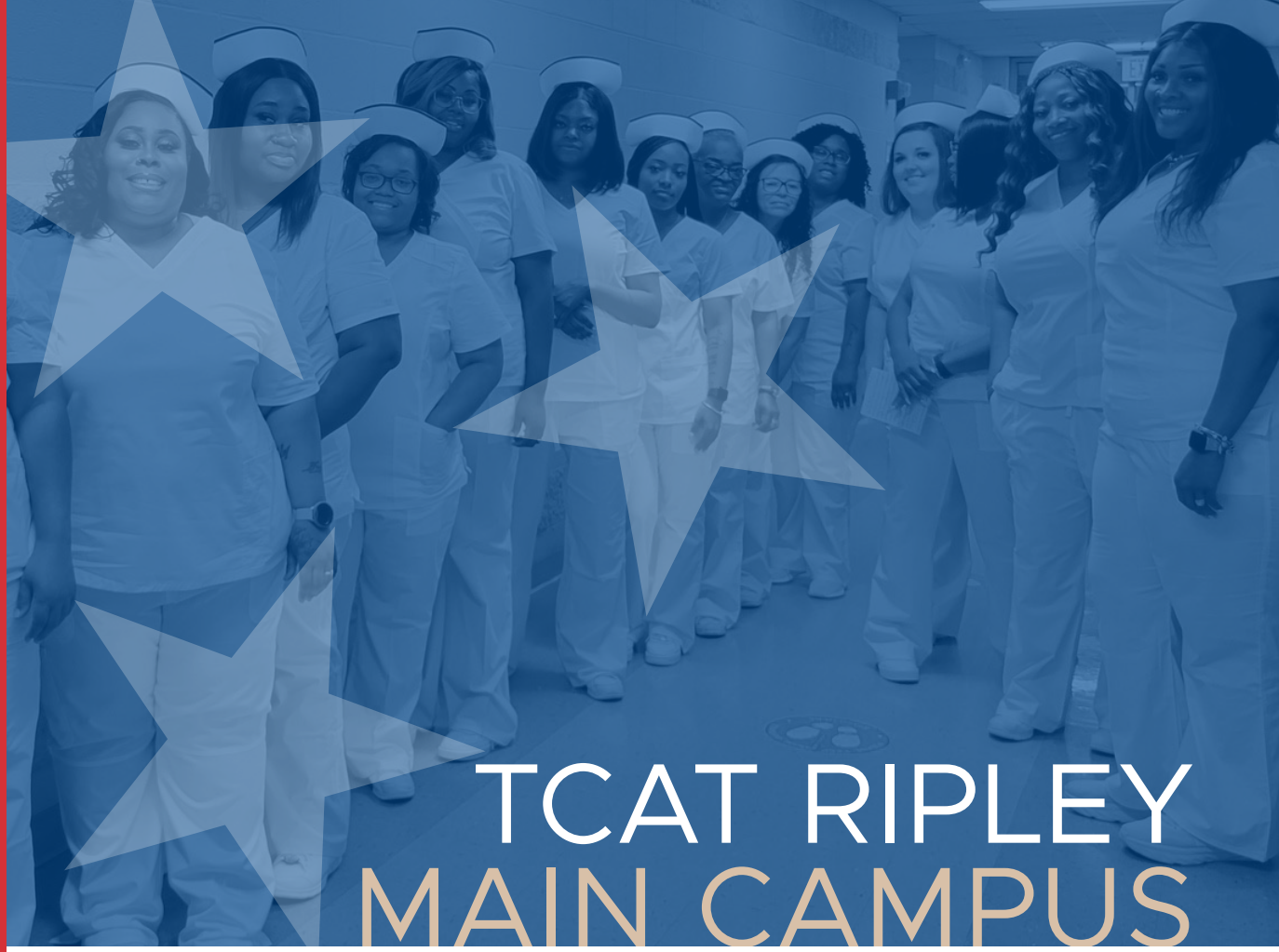
A new health and administration building should also be constructed to accommodate the Cosmetology, Nursing, Pharmacy, Dental, and Patient Care programs, as well as administrative offices.

# FLOOR PLANS

## RECOMMENDATIONS

The following migrations should occur as part of the proposed expansions shown on the previous page.





# TCAT RIPLEY
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
NORTHWEST

127 Industrial Drive | Ripley, TN 38063 | tcatripley.edu

# RIPLEY

## BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**91**

UP FROM
**77** in **2012-13**

BUILDING: 1997

PHYSICAL CONDITION

**SUBPAR**

PHYSICAL SPACE

**35,000**

Gross sq. ft.



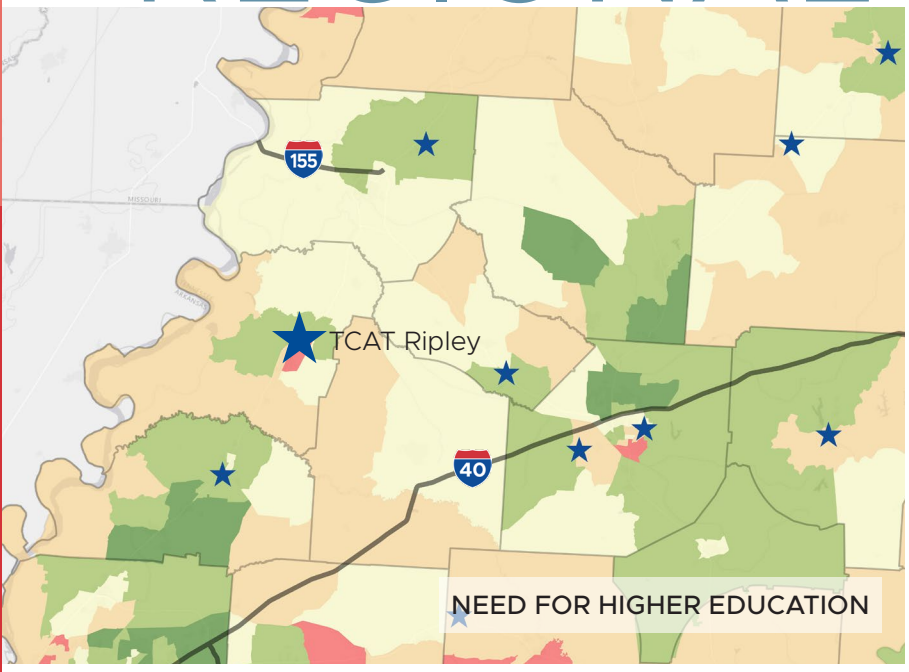
### LEADERSHIP VISION

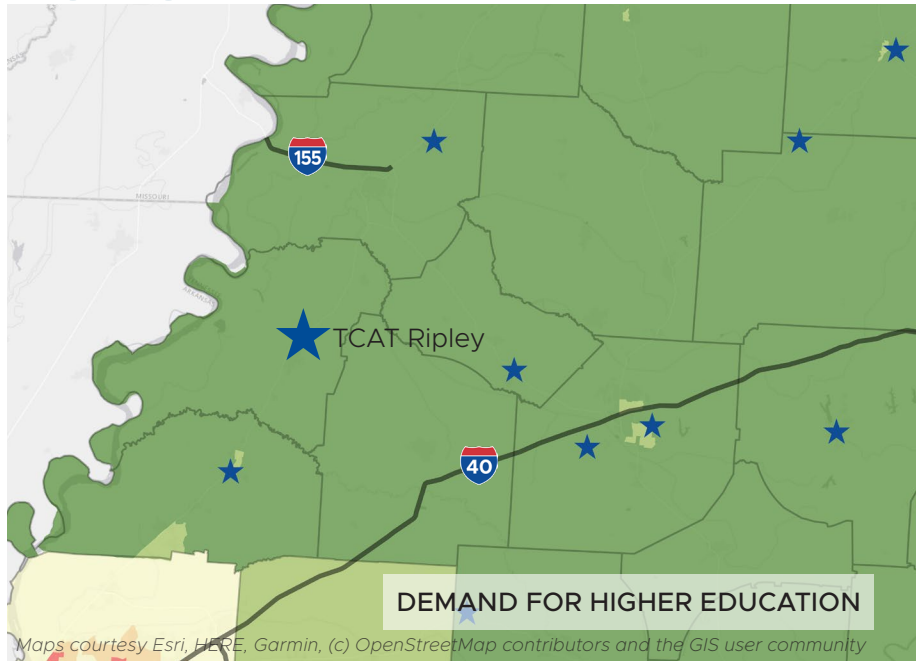
**Dr. Youlanda Jones, President**

TCAT Northwest is one of the state's premier providers of workforce development. The College's goal is to provide competency-based training through superior quality instruction methods that qualify completers for employment and job advancement. We contribute to the economic growth of the communities we serve by training and retraining a highly skilled workforce.

Our students are our top priority, and we continuously focus on access, student success, academic excellence, and workforce development. We take pride in building partnerships within our community and with area employers to meet their workforce demands.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Ripley's Main Campus is located in a region with significant areas of moderately high need for higher education. The campus is also located in a large area of low demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» Blue Oval City will have a huge impact on the regional economy

» Employers are really needing workers, especially in industrial and technical jobs, also healthcare

» Many students drive long distances to reach campus

» Need for IT and machinists

» TCAT helps young people stay in the region rather than going away

» There is less industry in our county

# FACILITY CONTEXT






## FACILITY CONDITION

TCAT Ripley's single building was constructed 25 years ago and is in subpar condition. Most spaces are still appropriate for their intended purposes, but several facilities needs were identified due to the age of the building and its systems, and some spaces are poorly configured.

Local leaders commented on how the architecture of the building gives a forward-looking impression and makes a difference in recruiting students.

Computers located in the student comments are function as an open lab that successfully provides Internet access without a dedicated room.

## RECENT IMPROVEMENTS

The previous Master Plan did not recommend any significant improvements on this campus.

Since the previous Master Plan, the AOT program was discontinued and the Health Information Management Technology program was opened in that space. The Manufacturing Technology program was also created.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Barbering

» Building Construction

» Industrial/EV Technician

» Industrial Maintenance/Mechatronics

» Plumbing/Electrical

» Truck Driving

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

» There is currently no existing industry training space

» Faculty office space is too small

» Existing academic and general storage space is inadequate

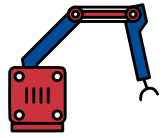
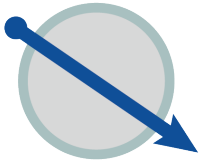
» The amount of other types of spaces is adequate, but they are of poor quality

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| HVAC and electrical upgrades | 2016 |
| Minor interior renovations | varied |

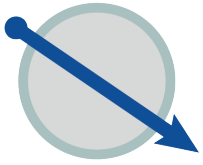
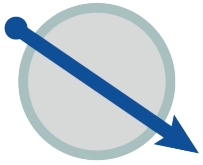


# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Advanced Manufacturing | 9 | NEW PROGRAM |   |   |
|  Computer Information Technology | 12 |  |   |   |
|  Cosmetology | 11 | NEW PROGRAM |   |   |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Health Information Management Technology | 5 | NEW PROGRAM |   |   |
|  Industrial Electricity | 10 |  |   |   |
|  Practical Nursing (LPN) | 28 |  |   |   |

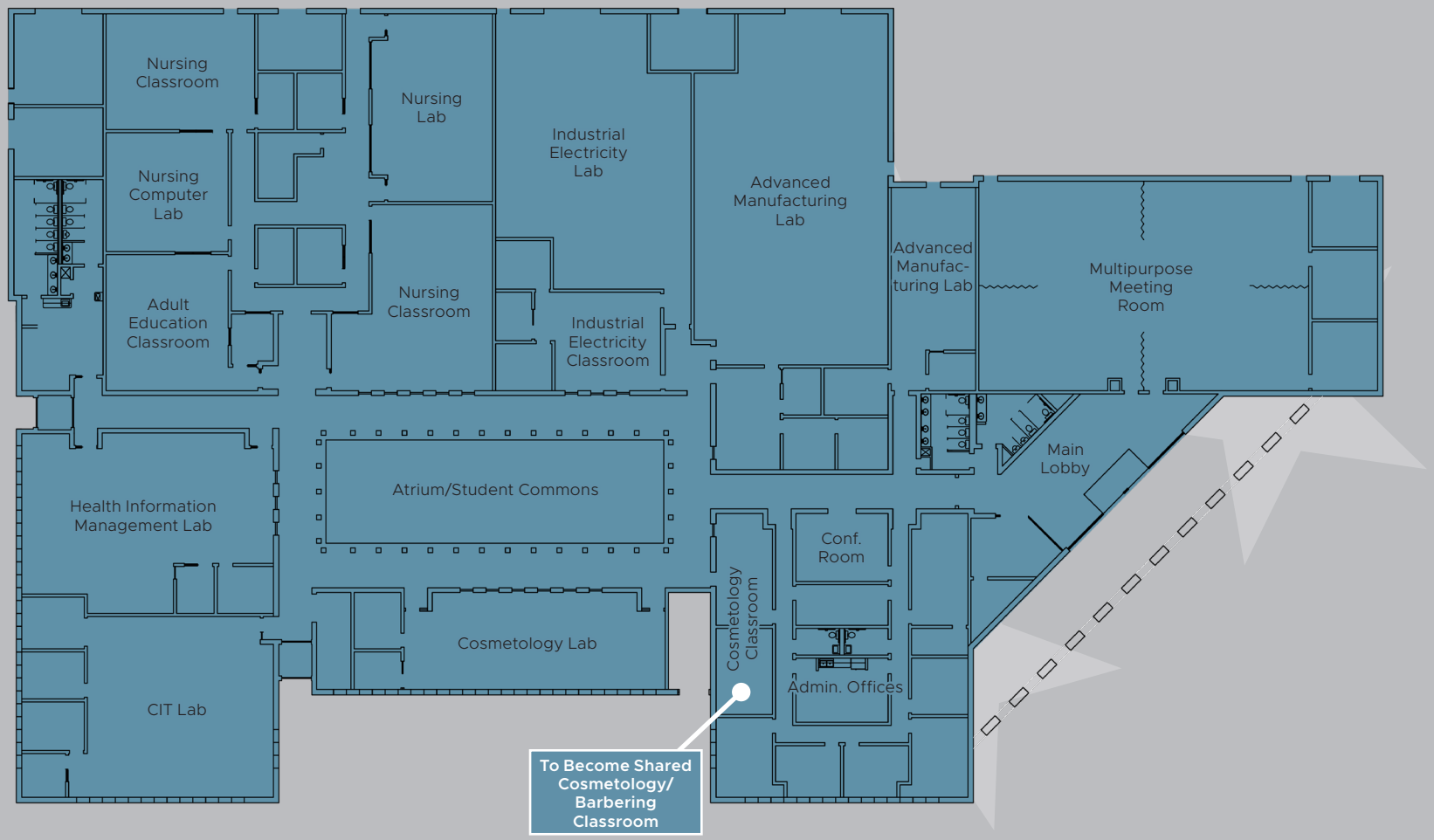
# SITE PLAN


U.S. Hwy. 51
New Signage
Potential Future Building
Industrial Dr.
OVERVIEW
A location has been identified as shown for a potential future building to house a future program.
NORTH

# FLOOR PLANS

## RECOMMENDATIONS

No major internal renovations or migrations are recommended for this campus.








# TCAT SHELBYVILLE
# MAIN CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
SHELBYVILLE

1405 Madison Street | Shelbyville, TN 37160 | tcatshelbyville.edu

# SHELBYVILLE
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**192**

DOWN FROM
**295** in **2012-13**

BUILDINGS: 1964, 1981

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**71,000**

Gross sq. ft.

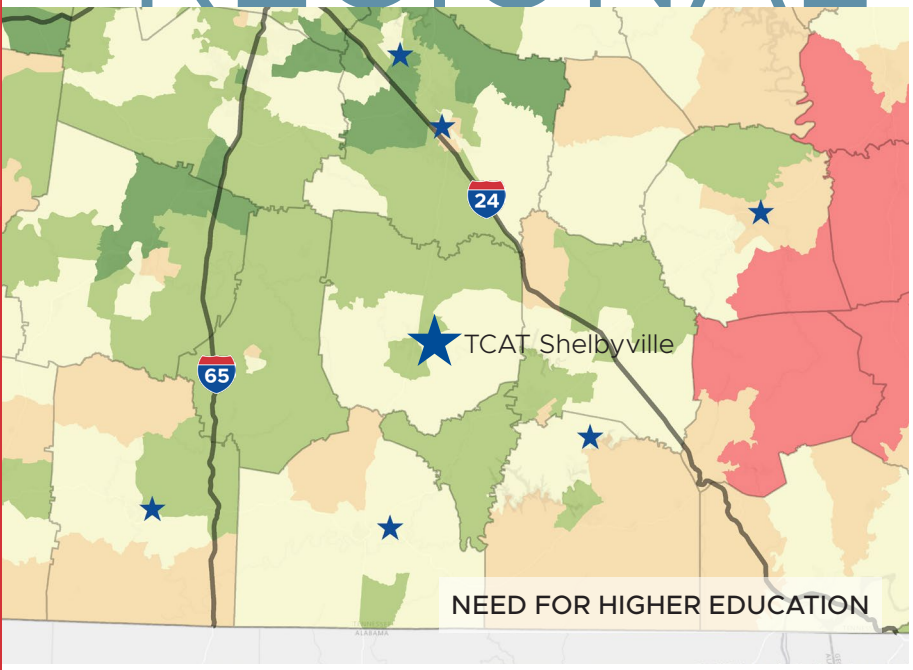


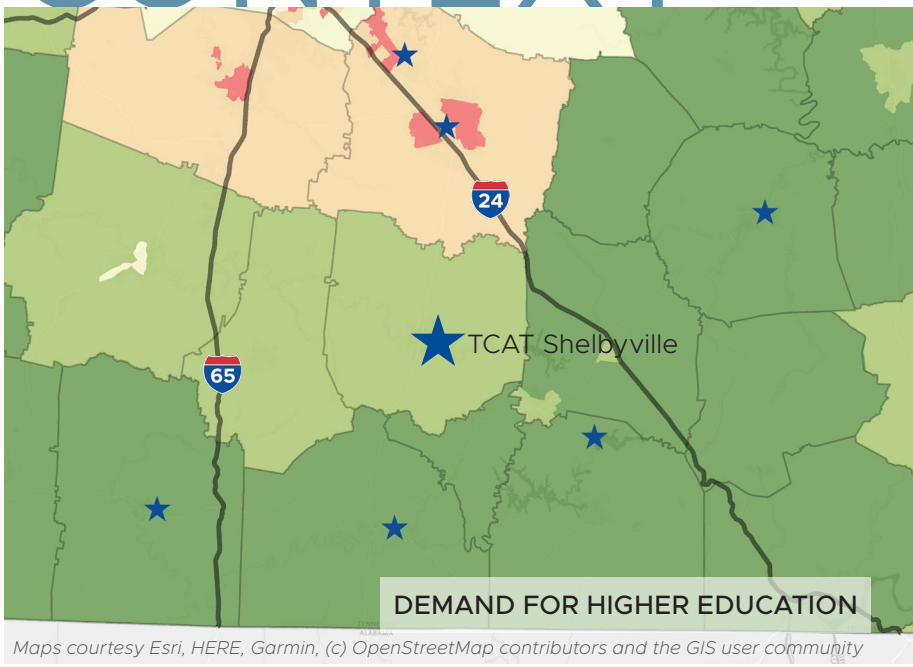
## LEADERSHIP VISION

**Laura Monks, President**

TCAT Shelbyville fuels the southern middle Tennessee economic engine by supporting the workforce with training, education, and other resources. Our highly qualified faculty collaborate with industry partners to create a strong workforce development pipeline possessing in-demand skills. This pipeline would not be possible without relevant and rigorous curriculum, high school dual enrollment opportunities, and student success initiatives such as the Tennessee Promise and Tennessee Reconnect. Assuring our students are ready to enter the workforce is our priority, which then strengthens our communities and the quality of our workforce.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Shelbyville's Main Campus is located within an hour's drive of a moderate to moderately low need for higher education, largely due to demographic factors. The campus is also located in an area of moderately low demand for higher education, based on lower population density and projected population growth. This indicates that need is the driving factor in the region, especially south of campus.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

- Significant number of logistics jobs in nearby counties
- Maintenance techs, machinists, and welders are in high demand
- Broadband expansion is increasing electrical/broadband job demand
- Practical nurses are in high demand

# FACILITY CONTEXT





## FACILITY CONDITION

TCAT Shelbyville's existing facilities are in poor condition. Most of the space is more than 50 years old, and a variety of maintenance and facilities issues make many spaces unusable and inadequate for their intended purposes. Local leaders commented on the aging nature of the campus and the poor image it presents to the community. TCAT Shelbyville is the only campus in the TCAT system to provide foodservice and dining space. The amount of parking is currently adequate due to the low enrollment.

## RECENT IMPROVEMENTS

Since the previous Master Plan, a new Truck Driving classroom building was constructed on the north end of campus. A series of migrations and renovations recommended in the previous plan did not occur, but the Collision Repair shop was repurposed as space for the Automotive and Industrial Maintenance programs.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended

the following academic programs be offered at TCAT Shelbyville:

» Construction Trades

» Cosmetology

» Diesel Technology

» Dental Assistant

» Logistics

» Pharmacy Technician

» Respiratory Therapy

» Surgical Technology

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. Other space needs were also identified:

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| Roof replacement | 2015 |
| Parking lot repaving | 2016 |
| New Truck Driving classroom | 2019 |
| Minor interior renovations | varied |

» Multipurpose meeting space and industry training space are currently too small

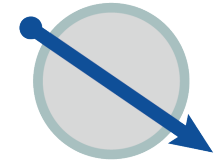
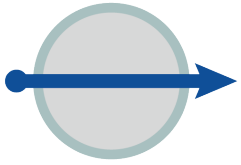
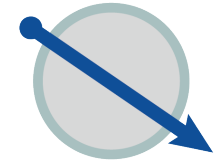
» Existing student commons space is too small

» There is a need for additional academic and general storage space

» The amount of office and open computer lab space is adequate, but they are of poor quality

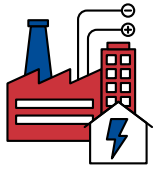
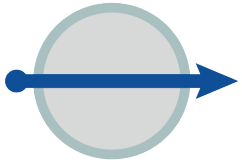
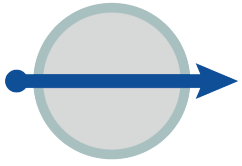
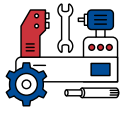
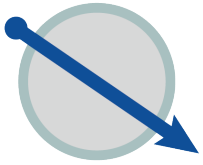
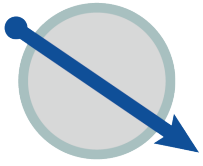


# PROGRAM ASSESSMENTS

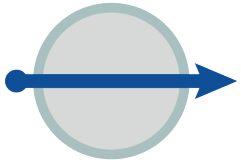
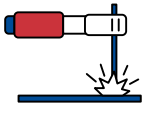
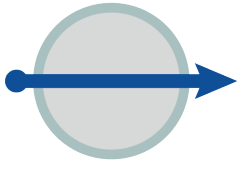
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Administrative Office Technology | 16 |  |  |  |
| Automotive Technology | 16 |  |  |  |
| CAD Technology | 14 | NEW PROGRAM |  |  |
| HVAC | 14 |  |  |  |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

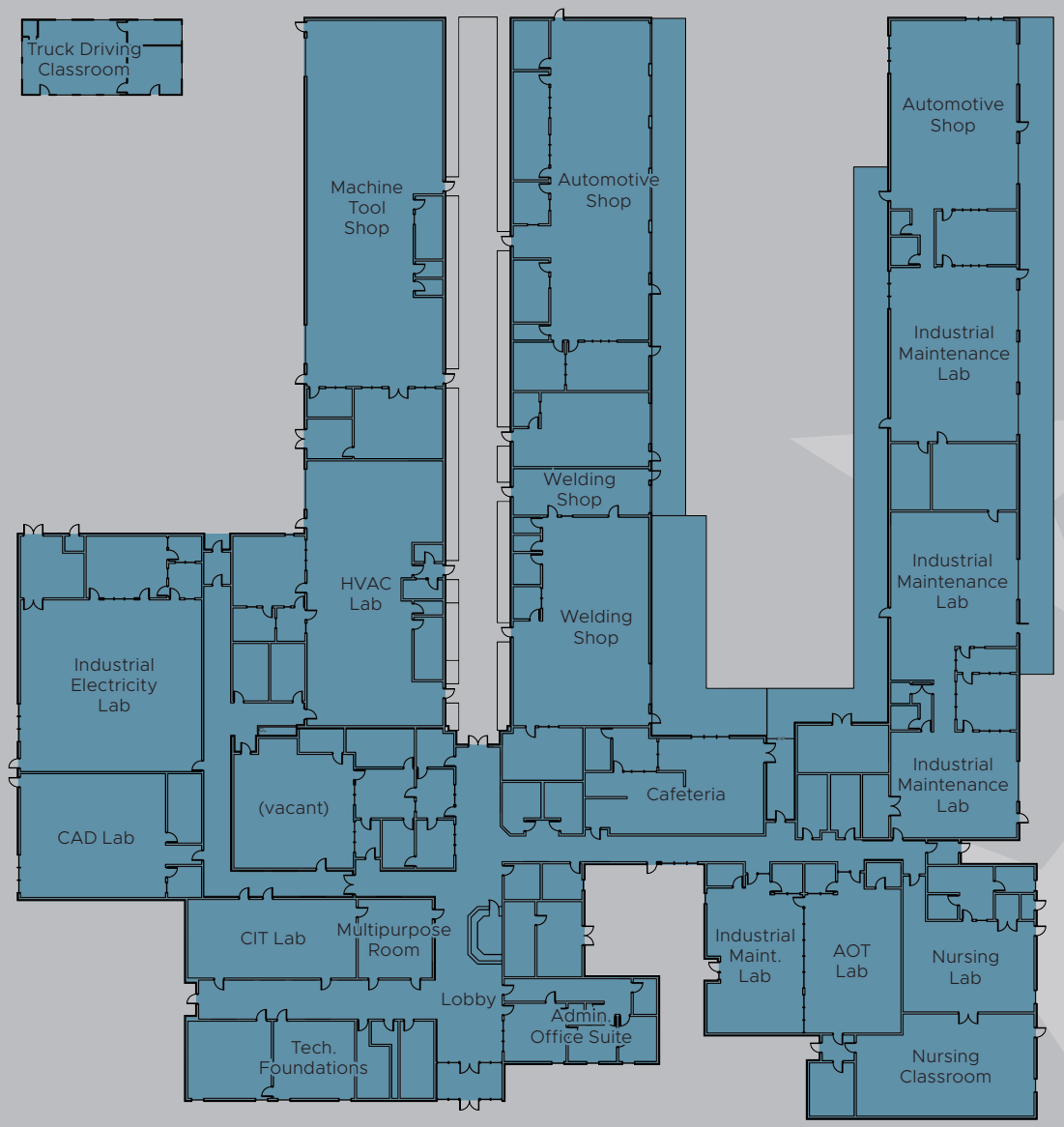
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Industrial Electricity | 19 |  |  |  |
|  Industrial Maintenance | 44 |  |  |  |
|  Machine Tool Technology | 16 |  |  |  |
|  Practical Nursing (LPN) | 22 |  |  |  |

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Truck Driving | 4* |  |   |   |
|  Welding Technology | 14 |  |   |   |

**Truck Driving students graduate every 7.5 weeks, so the impact of its small enrollment is more significant than longer programs with larger enrollments*

# FLOOR PLANS




## RECOMMENDATIONS

No internal renovations or migrations are proposed for this campus because of the recommendation for a new campus.

# LAND ACQUISITION

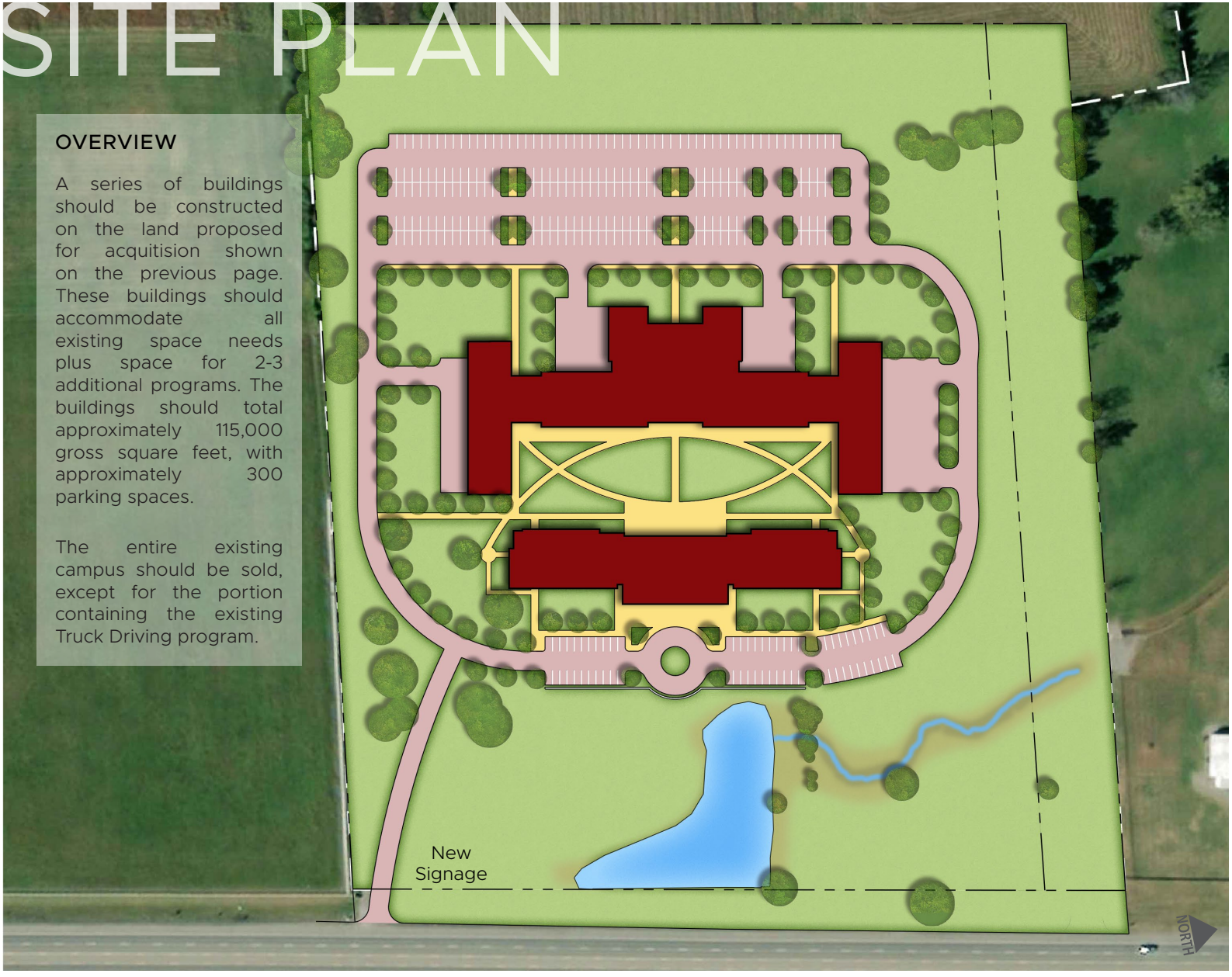


# SITE PLAN

## OVERVIEW

A series of buildings should be constructed on the land proposed for acquisition shown on the previous page. These buildings should accommodate all existing space needs plus space for 2-3 additional programs. The buildings should total approximately 115,000 gross square feet, with approximately 300 parking spaces.

The entire existing campus should be sold, except for the portion containing the existing Truck Driving program.





# TCAT MURFREESBORO
# SMYRNA CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
MURFREESBORO

663 Ken Pilkerton Drive | Smyrna, TN 37167 | tcatmurfreesboro.edu

# SMYRNA

## BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**172**

NEW CAMPUS
since **2012-13**

BUILDING: 2016

PHYSICAL CONDITION

**ADEQUATE**

PHYSICAL SPACE

**110,000**

Gross sq. ft.



### LEADERSHIP VISION

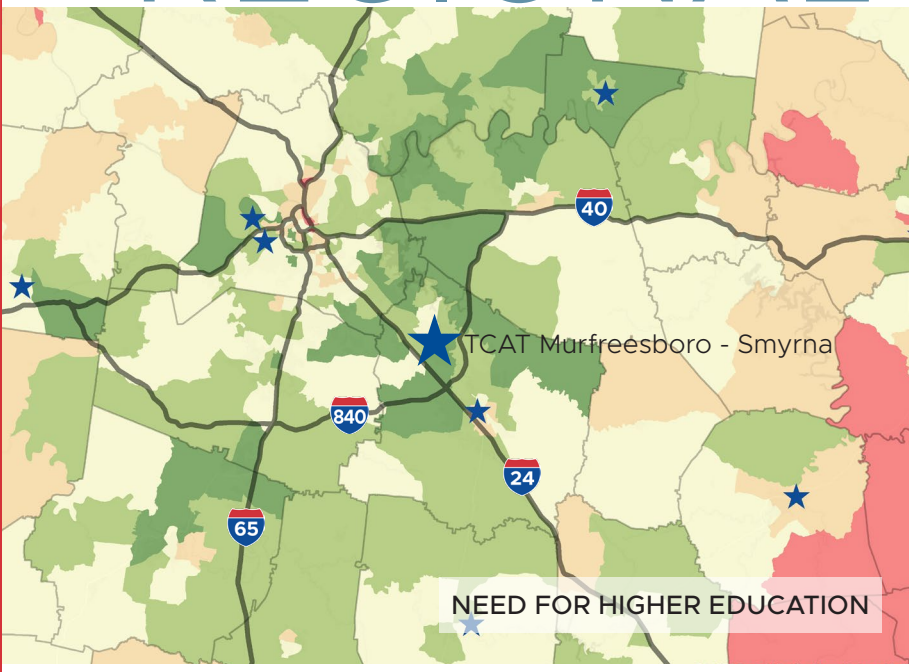
**Dr. Carol Puryear, President**

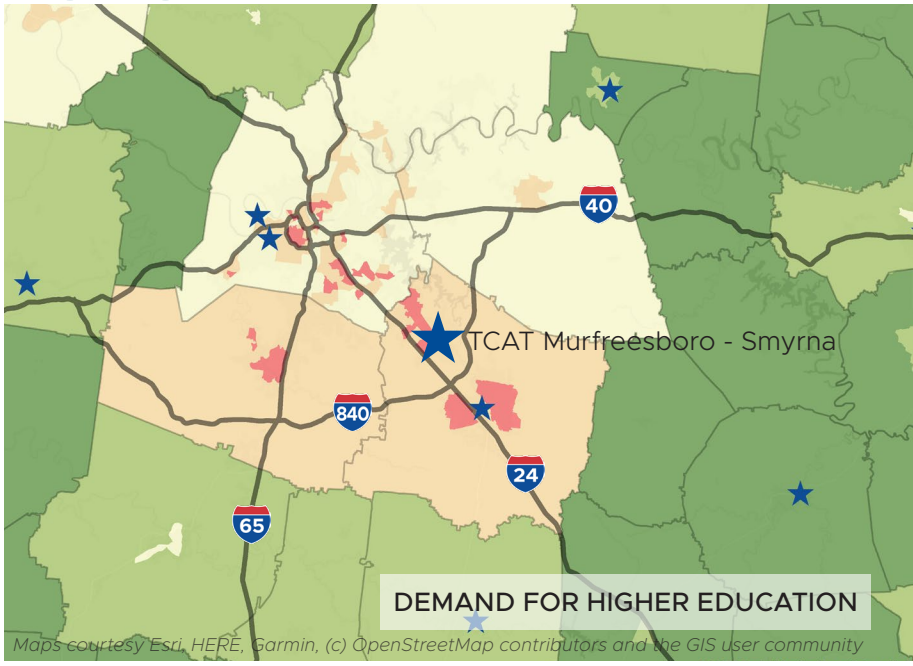
Our moto is Two Campuses with one Mission. We believe in Student Success and being Industry focused in every interaction with our customers.

The mission of the Tennessee College of Applied Technology Murfreesboro is to be the leading training provider for workforce development by delivering the best in technical education to our region.

The vision of the Tennessee College of Applied Technology Murfreesboro is to be an innovative leader in delivering exceptional technical training that supports our state's economic development.

# REGIONAL CONTEXT




Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Murfreesboro's Smyrna Campus is located in an area of moderate and low need for higher education. The campus is also located in an area of high and moderately high demand for higher education, based largely on area demographics. This indicates that demand will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with campus leadership and instructors revealed the following regional context:

» Demand for graduates is increasing

» Rapid population growth in the area

» Many major employers and Fortune 500 companies

» Significant diversity of jobs within the labor pool

» State-of-the-art campus is a unique public-private partnership

# FACILITY CONTEXT





## FACILITY CONDITION

TCAT Murfreesboro's Smyrna campus has the nicest and most modern facilities in the TCAT system. This campus is considered an international model for technical education design and is a point of pride for TBR as well as Nissan, who leases a significant portion of the building.

Despite the newness of the facility, there are several significant acoustic issues that make spaces difficult to learn in. Acoustic panels or other sound-absorbing material should be installed to mitigate noise in the main lab. Existing drywall partitions around the Automotive classrooms should be extended to the ceiling to provide acoustic separation. Finally, the layout of the Welding shop is very tight.

This building did not exist when the previous Master Plan was completed, but several programs migrated from the Murfreesboro campus to this campus.

## FUTURE PROGRAMS

TCAT leadership recommended that a Computer Information Technology (CIT) program be offered on this campus.

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. All other spaces are adequate in size or larger than needed to serve their purpose.

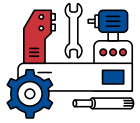
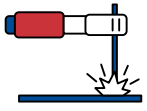


# PROGRAM ASSESSMENTS

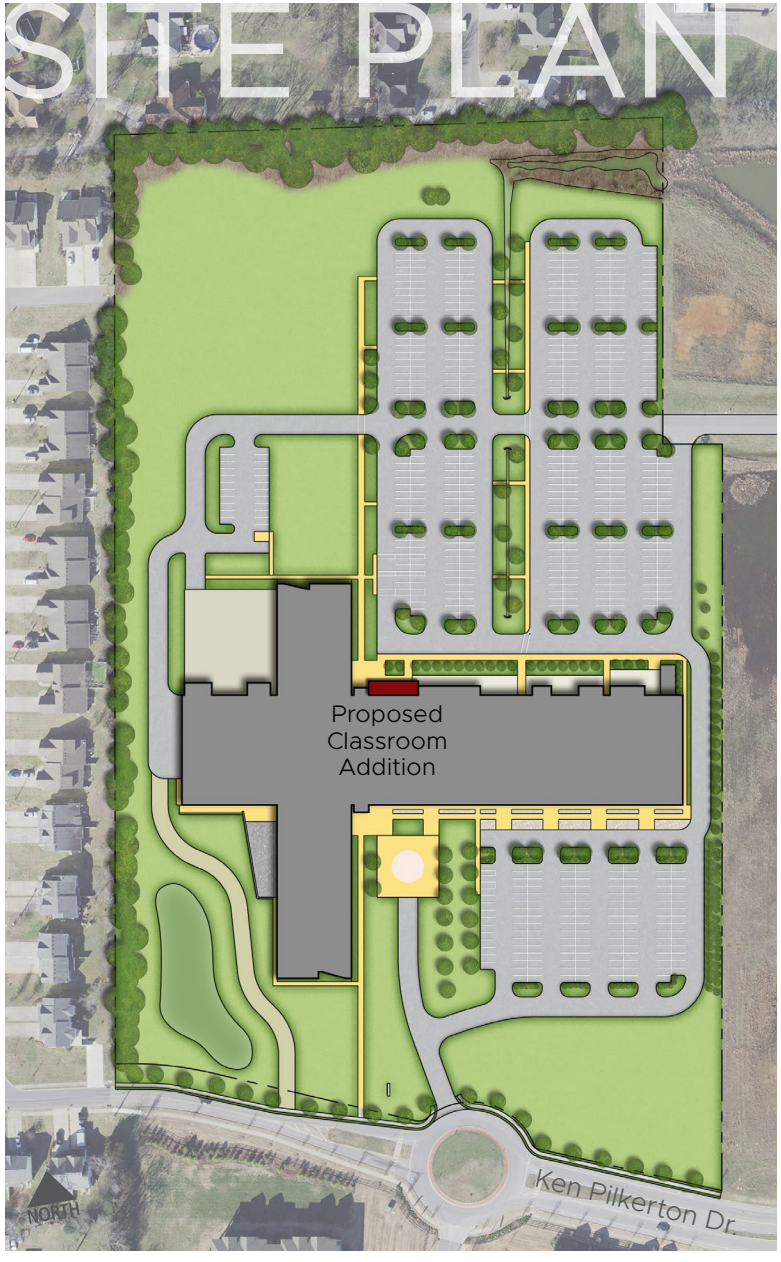
| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Auto Body/ Collision Repair | 16 | NEW PROGRAM |   |   |
|  Automotive Technology | 36 | NEW PROGRAM |   |   |
|  Industrial Maintenance | 48 | NEW PROGRAM |   |   |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Machine Tool Technology | 18 | NEW PROGRAM |   |   |
|  Welding Technology | 22 | NEW PROGRAM |   |   |

# SITE PLAN

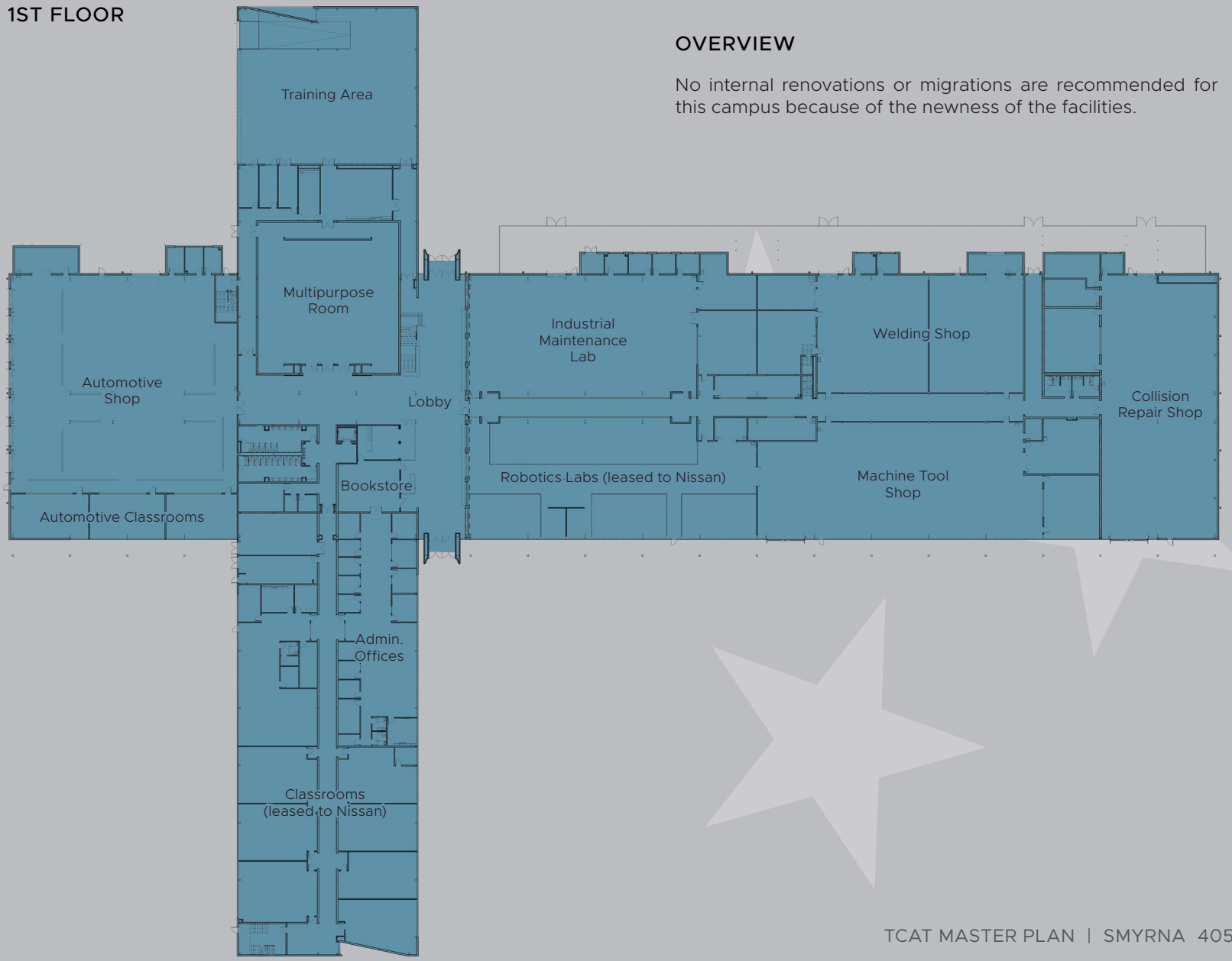



## OVERVIEW

An addition should be constructed as shown on the plan. This will provide space for a classroom and additional office for the existing Industrial Maintenance program. No new buildings, site improvements, or land acquisition are recommended.

# FLOOR PLANS

## 1ST FLOOR

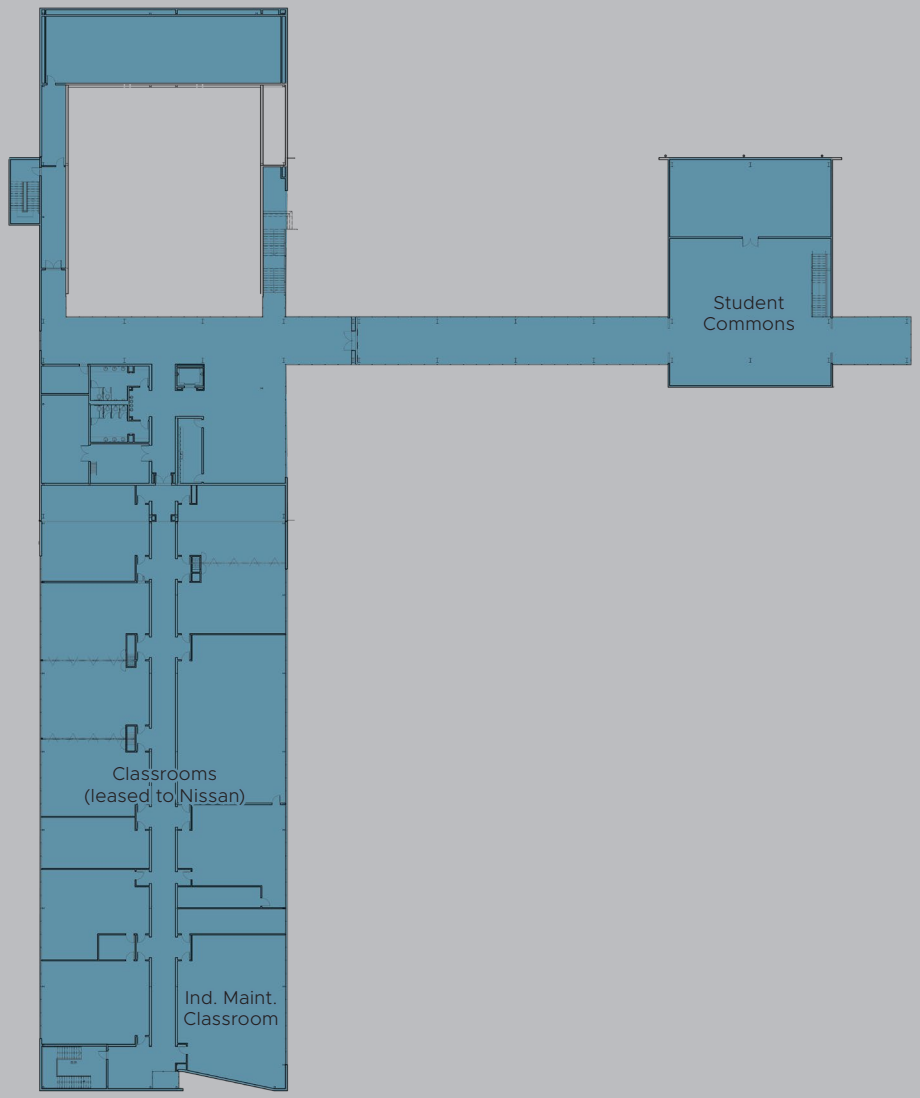



### OVERVIEW

No internal renovations or migrations are recommended for this campus because of the newness of the facilities.

# FLOOR PLANS

## 2ND FLOOR





# TCAT JACKSON
## WHITEVILLE CAMPUS

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
JACKSON

1685 U.S. Highway 64 | Whiteville, TN 38075 | tcatjackson.edu

# WHITEVILLE
# BY THE NUMBERS

2020-2021 ACADEMIC YEAR
FTE ENROLLMENT

**78**

DOWN FROM
**108** in **2012-13**

BUILDINGS: 1974, 1996

PHYSICAL CONDITION

**POOR**

PHYSICAL SPACE

**46,000**

Gross sq. ft.

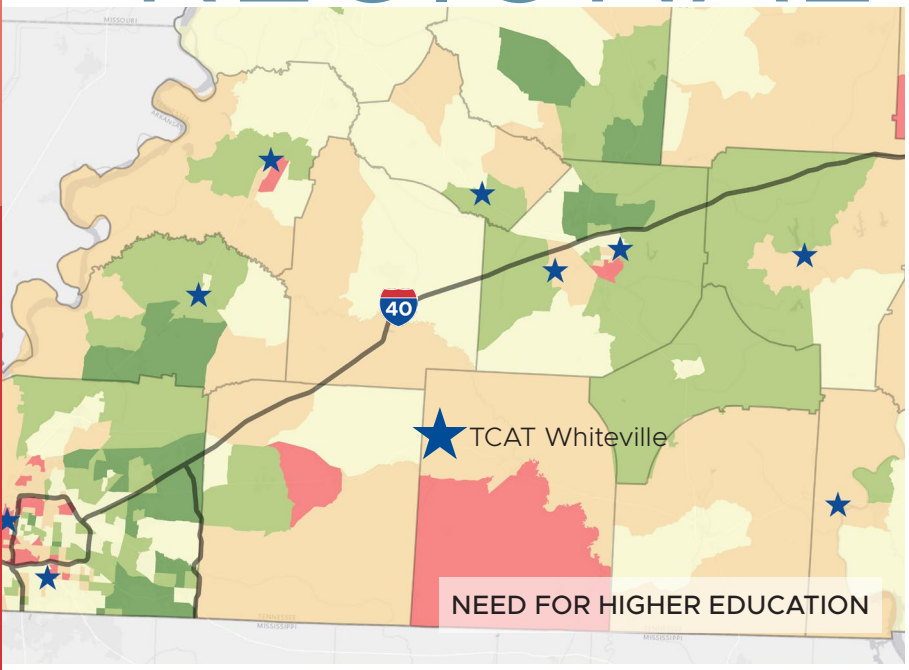


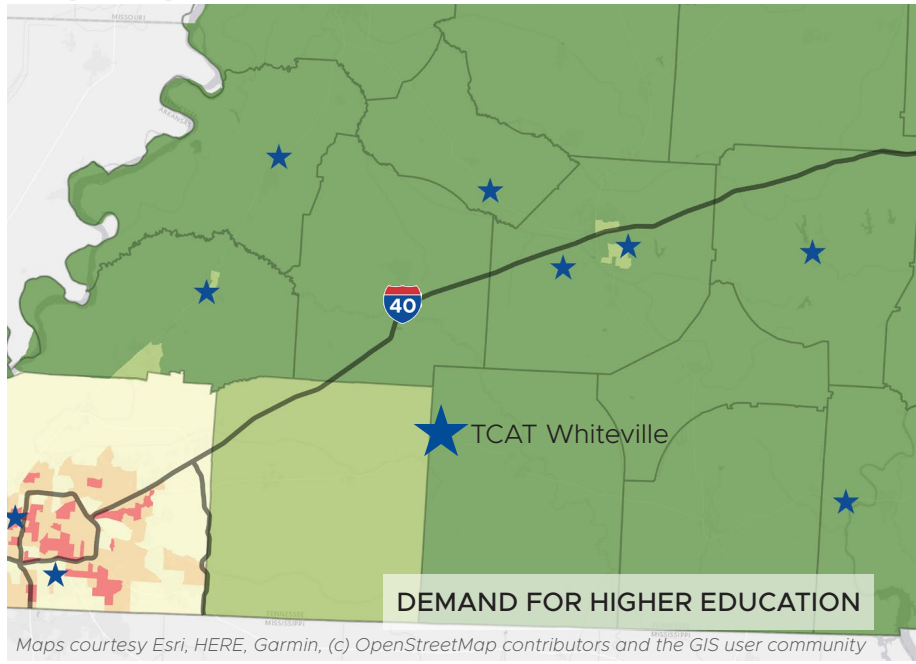
## LEADERSHIP VISION

**Jeff Sisk, President**

TCAT Jackson will deliver excellent workforce development activities that will be of benefit to our entire service area. We will forge mutually beneficial partnerships with industry, business, and other institutions and will become a critical component of our region's economic development activities. Our instructional programs will be innovative in their use of technology to enrich our students' overall learning experience. We will value the talents of our students, faculty, and staff and will strive to contribute positively to overall wellbeing of our service delivery area's quality of life.

# REGIONAL CONTEXT




*Maps courtesy Esri, HERE, Garmin, (c) OpenStreetMap contributors and the GIS user community*

Low | Moderately Low | Moderate | Moderately High | High | ★ State-Owned TBR Campus

## NEED AND DEMAND

TCAT Jackson's Whiteville Campus is located in an area of moderately high need for higher education, and near a large area of high need for higher education. The campus is also located in a large area of low or moderately demand for higher education, based largely on population density and projected population growth. This indicates that need will be the driving factor in this rural region.

## LOCAL CONTEXT

The demographic data behind these maps does not paint a complete picture of the needs and challenges the region is facing. Conversations with the Institutional Advisory Committee and campus leadership revealed the following regional context:

» The campus is located in an economically distressed county

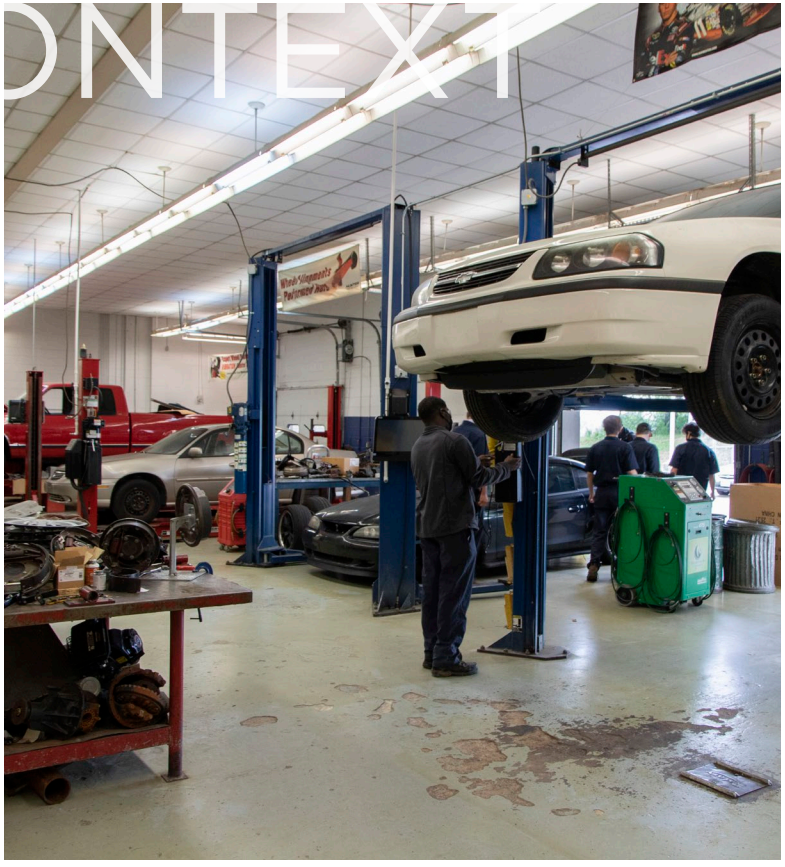
» The largest employer in the area is a privately-run prison; prisoners can skew our demographic numbers

» Ford is constructing a major assembly plant at the Megasite and will transform the regional economy, including the demand for welders

» Cattle and cotton are main agricultural products

# FACILITY CONTEXT



## FACILITY CONDITION

Existing facilities at the Whiteville campus are in poor condition. Most spaces have not been renovated and are not adequate for their intended purposes. The architecture of this campus is unique in the TCAT system. Sidewalks are in need of significant repairs to be accessible

Some programs are located in high-bay spaces but could better be served by low-bay spaces. The former kitchen space is currently used for storage.

## RECENT IMPROVEMENTS

The previous Master Plan did not recommend any major improvements on this campus. Since the previous plan, the Administrative Office Technology program was discontinued and the Patient Care Technology program opened.

## FUTURE PROGRAMS

TCAT leadership and Advisory Committee members recommended the following academic programs be offered on this campus:

» Farming Operations

» Power Line Worker

» Psychiatric Technician

## SPACE NEEDS

Space needs for each academic program are shown on the following pages. No other space needs were identified, although some existing spaces are of poor quality even if their square footage is adequate.

## 2014 STATEWIDE MASTER PLAN PROJECTS COMPLETED

| PROJECT | COMPLETION DATE |
|---|---|
| New chiller | 2015 |
| Parking lot repaving | 2019 |

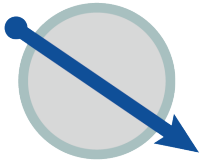
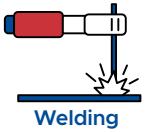
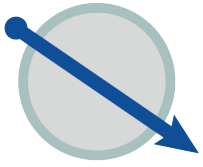


# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
| Automotive Technology | 13 | → | MEDIUM (LOW / HIGH) | MEDIUM (LOW / HIGH) |
| Computer Information Technology | 6 | ↘ | MEDIUM (LOW / HIGH) | MEDIUM (LOW / HIGH) |
| HVAC | 11 | ↘ | MEDIUM (LOW / HIGH) | MEDIUM (LOW / HIGH) |
| Industrial Maintenance | 12 | ↗ | NOT AVAILABLE | MEDIUM (LOW / HIGH) |

*FTE enrollment is daytime only on this site for the 2020-21 academic year, calculated based on 1,296 contact hours (source: TBR)*
*Job outlook is 2016-26 data for this workforce development area and related job sector (source: TN Dept. of Labor & Workforce Devt.)*

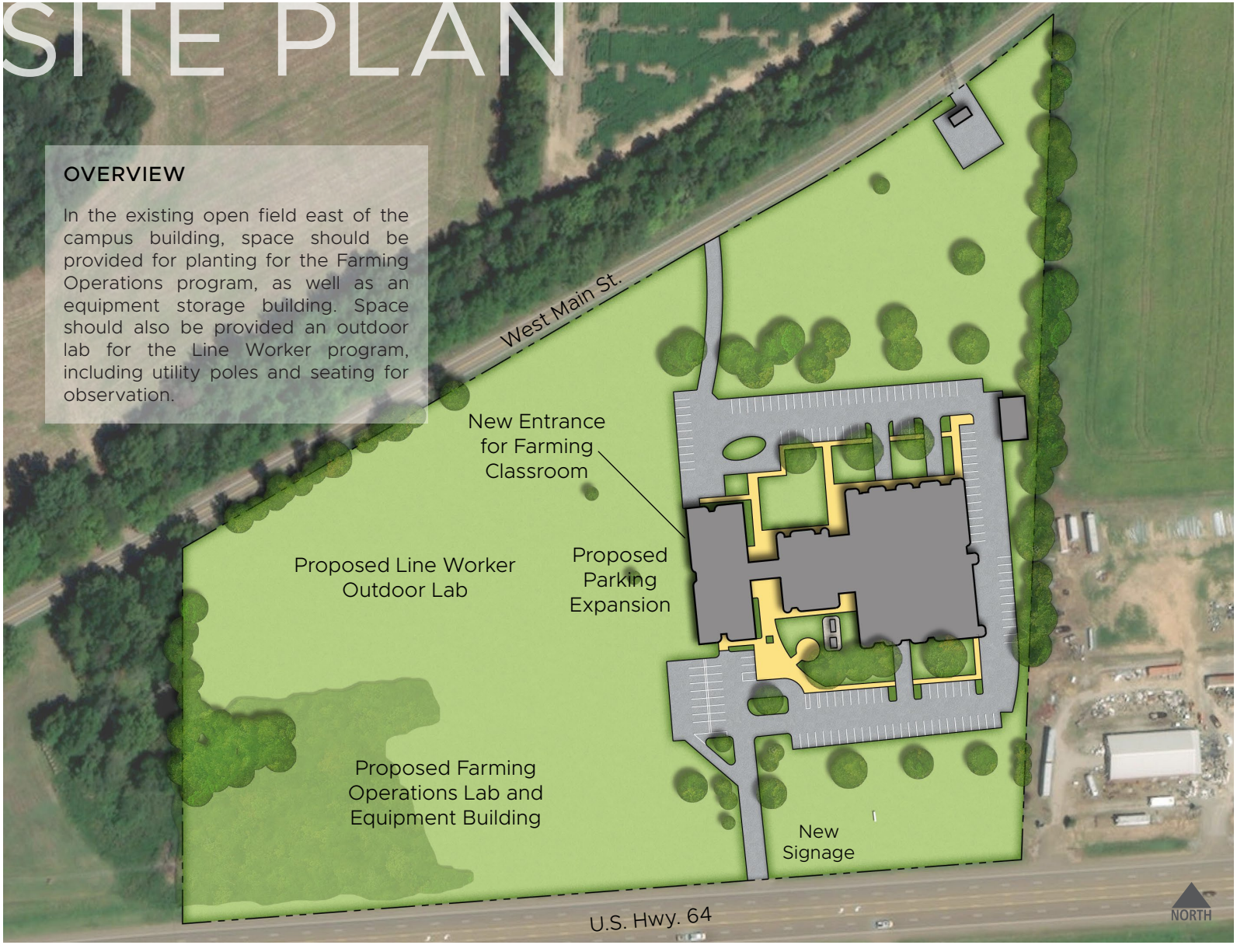
# PROGRAM ASSESSMENTS

| PROGRAM | FTE ENROLLMENT | ENROLLMENT TREND | JOB OUTLOOK | SPACE NEEDS |
|---|---|---|---|---|
|  Practical Nursing (LPN) | 15 |  |   |   |
|  Patient Care Technician | 10 | NEW PROGRAM |   |   |
|  Welding | 13 |  |   |   |

# SITE PLAN

## OVERVIEW

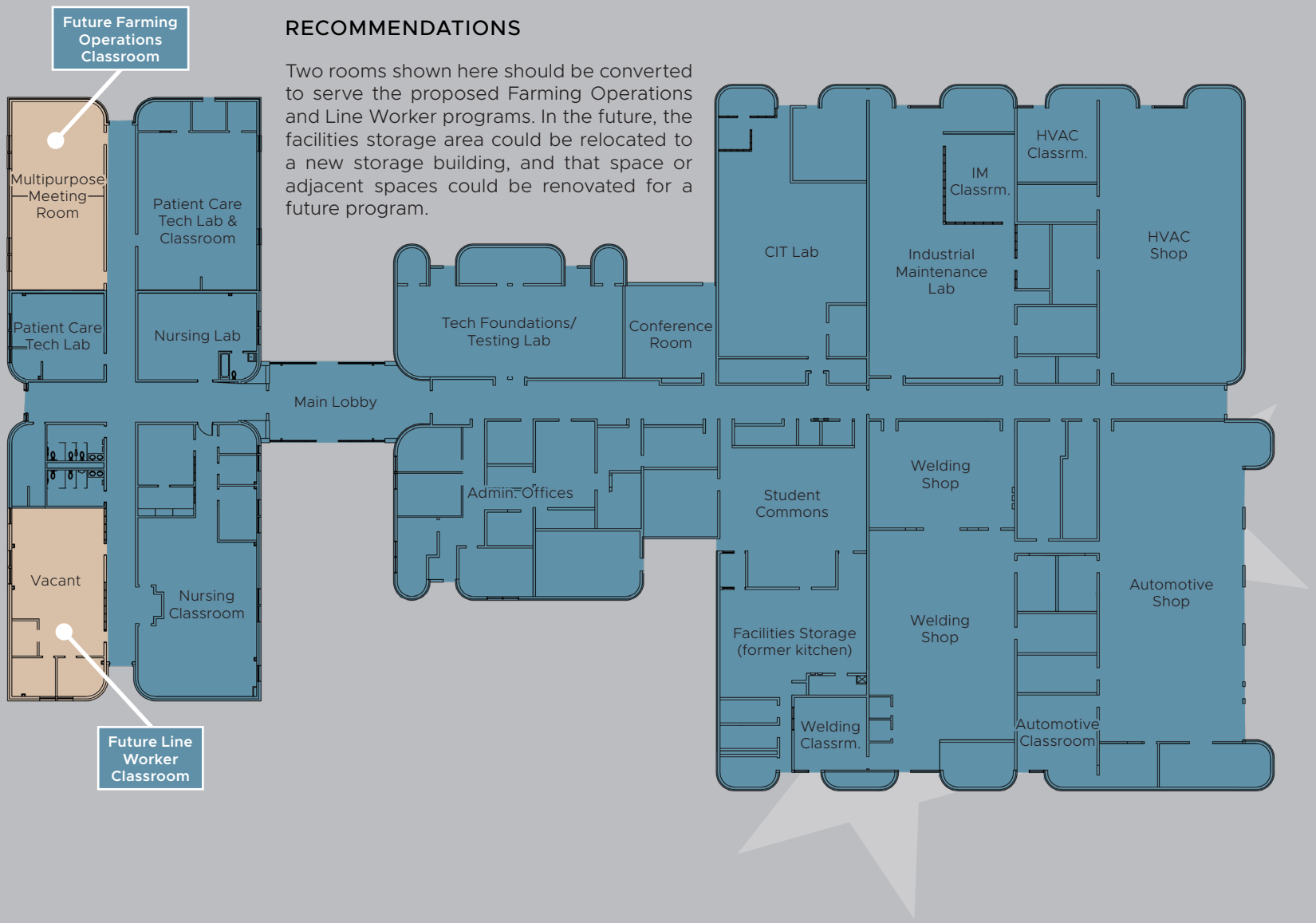
In the existing open field east of the campus building, space should be provided for planting for the Farming Operations program, as well as an equipment storage building. Space should also be provided an outdoor lab for the Line Worker program, including utility poles and seating for observation.



# FLOOR PLANS

## RECOMMENDATIONS

Two rooms shown here should be converted to serve the proposed Farming Operations and Line Worker programs. In the future, the facilities storage area could be relocated to a new storage building, and that space or adjacent spaces could be renovated for a future program.



# APPENDIX: IMPLEMENTATION PROJECTS

The improvements recommended throughout this plan are compiled here for reference. Please refer to the chapters above for details on each project. For the purposes of this plan, the following timelines were considered. Some chapters recommend "future" projects that extend beyond this 10-year timeline.

» Short term: projects to be completed in 1-3 years

» Mid term: projects to be completed in 4-7 years

» Long term: projects to be completed in 8-10 years

## FLEXIBILITY

It is important to recognize that the Tennessee Colleges of Applied Technology are dynamic and that the recommendations in this Master Plan can and should be reevaluated in response to future conditions. In order to prepare students for employment, campuses must be able to act and react in response to changing workforce needs. The demand for programs could change quickly as employers relocate or grow, and each TCAT must be able to meet current industry needs as well as develop programs to attract new jobs.

Facilities needs such as those recommended on the following pages will be key to supporting this goal, but must remain flexible. In order to meet changing needs quickly, short-term solutions should be considered. Alternatives to these projects that better meet the same needs should be considered, and where opportunities arise to replace existing high priority campuses on new sites, these should also be considered.

## STATEWIDE MASTER PLAN IMPLEMENTATION PROJECTS

| CAMPUS | PROJECT TYPE | PROJECT DESCRIPTION | TIMELINE |
|---|---|---|---|
| Athens | New building | New building for future program | Long-term |
| Athens | Parking expansion | New parking lot | Long-term |
| Athens | Renovation | Repurpose facilities storage space for future program | Short-term |
| Bledsoe County | New building | New building and site improvements for Welding, LPN, and Power Line programs | Mid-term |
| Blue Oval City | New campus | New buildings, parking, and site improvements on new site | Short-term |
| Boones Creek | Demolition | Demolish existing round building | Mid-term |
| Boones Creek | New building | Renovate existing building for multiple programs | Mid-term |
| Chattanooga | New building | New building for IM, IE, CIT, AOT, Med. Asst., and Manufacturing Automation programs plus offices and math/reading center | Short-term |
| Chattanooga | Renovation | Repurpose spaces vacated by new building for existing and proposed programs | Short-term |
| Chattanooga | Parking expansion | New parking lot | Short-term |
| Chattanooga | New building | New building for programs remaining in Building 1 | Mid-term |
| Chattanooga | Demolition | Demolish Building 1 | Long-term |
| Chattanooga | Parking expansion | New parking lot on site of Building 1 | Long-term |
| Chattanooga | New building | New building and site improvements for new transportation campus | Short-term |
| Clarksville | New building | New building for Automotive and Diesel programs | Mid-term |
| Clarksville | Demolition | Demolish both original buildings | Long-term |

## STATEWIDE MASTER PLAN IMPLEMENTATION PROJECTS

| CAMPUS | PROJECT TYPE | PROJECT DESCRIPTION | TIMELINE |
|---|---|---|---|
| Clarksville | Parking expansion | New parking lot on site of demolished buildings | Long-term |
| Coffee County | New building | New building and site improvements for new campus | Mid-term |
| Covington | Addition | Additions for Welding and Machine Tool programs | Short-term |
| Covington | Addition | Completion of Healthcare building | Short-term |
| Covington | New building | New building for programs needing low bay space and offices | Mid-term |
| Covington | Demolition | Demolish Admin Building | Mid-term |
| Covington | Parking expansion | New parking lot | Mid-term |
| Covington | New building | New building for programs needing high bay space | Long-term |
| Covington | Demolition | Demolish Shop Buildings | Long-term |
| Crossville | Renovation | Façade improvements | Short-term |
| Crossville | New building | Truck driving building and site improvements on new truck driving site | Short-term |
| Crossville | New building | Diesel building on truck driving site | Mid-term |
| Crossville | Parking expansion | Two new parking lots | Mid-term |
| Crossville | New building | New building to house existing or future programs | Long-term |
| Crossville | Demolition | Demolish Shop Buildings | Long-term |
| Crossville | Renovation | Repurpose, relocate, and renovate various spaces | Mid-term |

## STATEWIDE MASTER PLAN IMPLEMENTATION PROJECTS

| CAMPUS | PROJECT TYPE | PROJECT DESCRIPTION | TIMELINE |
|---|---|---|---|
| Crump | New building | New building for Farming Operations program and facilities space | Mid-term |
| Crump | Renovation | New multipurpose meeting room | Mid-term |
| Crump | Renovation | Comprehensive migration and renovation program to provide adequate program space | Short-term |
| Dickson | New building | New Diesel building, demolish old building | Short-term |
| Dickson | New building | New Tech/Dental Building, renovate vacated space | Mid-term |
| Dickson | Parking expansion | Several proposed parking expansions | Mid-term |
| Elizabethton | New building | New storage shed | Short-term |
| Elizabethton | Renovation | Relocate and renovate for CIT program | Short-term |
| Elizabethton (Carter County) | TBD | Renovate, demolish, and/or build new buildings for middle college campus | Mid-term |
| Fentress County | New campus | New buildings, parking, and site improvements on new site | Mid-term |
| Harriman | New campus | New buildings, parking, and site improvements on Roane State main campus | Mid-term |
| Hartsville | Additions | Welding and industry training additions | Short-term |
| Hartsville | New building | New building for AOT, CIT, and a future program, as well as admin. space | Mid-term |
| Hartsville | Parking expansion | New parking lot | Mid-term |
| Hartsville | New building | New building for technical programs | Long-term |
| Hawkins County | Renovation | Repurpose AOT lab for new Cosmetology program | Short-term |

## STATEWIDE MASTER PLAN IMPLEMENTATION PROJECTS

| CAMPUS | PROJECT TYPE | PROJECT DESCRIPTION | TIMELINE |
|---|---|---|---|
| Hohenwald | Additions | Additions for Automotive (will require driveway reconfiguration) and Welding programs, and multipurpose meeting space | Mid-term |
| Hohenwald | Parking expansion | New parking lot | Short-term |
| Huntsville | Renovation | Repurpose AOT lab as Allied Health Lab | Short-term |
| Jacksboro | New building | New building for Automotive, Power Sports, and Diesel programs | Mid-term |
| Jacksboro | Addition | Addition to Building Construction building | Short-term |
| Jacksboro | Renovation | Relocate Pharmacy to AOT /Hospitality Space and repurpose as LPN Classroom and AOT/Hospitality Space | Short-term |
| Jacksboro | Renovation | Repurpose student commons for EMT program | Short-term |
| Jacksboro | New building | New building for healthcare and admin. programs and office space | Long-term |
| Jacksboro | Demolition | Demolish existing admin building | Long-term |
| Jacksboro | Parking expansion | New parking lots | Mid-term |
| Jacksboro | New building | New shop building | Long-term |
| Jacksboro | Demolition | Demolish existing shop buildings | Long-term |
| Jackson | New building | New Truck Driving building | Mid-term |
| Jackson | Renovation | Move duplicate welding lab and repurpose as industry training space | Mid-term |
| Knoxville (West Knoxville) | New building | New Health Building in West Knoxville in partnership with Roane State | Short-term |

## STATEWIDE MASTER PLAN IMPLEMENTATION PROJECTS

| CAMPUS | PROJECT TYPE | PROJECT DESCRIPTION | TIMELINE |
|---|---|---|---|
| Knoxville (Knoxville College) | New building | New Transportation building on Knoxville College campus | Mid-term |
| Knoxville | Demolition | Demolish Building C | Mid-term |
| Knoxville | Parking expansion | Parking on site of Building C | Mid-term |
| Knoxville | Renovation | Renovate Pellissippi State building for TCAT use | Short-term |
| Knoxville | New building | New building facing interstate | Mid-term |
| Knoxville | Demolition | Demolish Building B | Mid-term |
| Knoxville | New building | New building, potentially on Knoxville College campus | Long-term |
| Knoxville | Demolition | Demolish Pellissippi State building | Long-term |
| Lexington | Renovation | Renovate to create shared CIS/Hospitality lab | Short-term |
| Lexington | New building | New building on same property to provide space for existing and future programs, parking and site improvements | Mid-term |
| Lexington | Demolition | Demolish existing building | Mid-term |
| Livingston | Renovation | Repurpose student commons for Robotics lab | Short-term |
| Livingston | New building | New Diesel building | Mid-term |
| Livingston | Parking expansion | Multiple parking expansions | Mid-term |
| Livingston | Additions | Cosmetology and classroom additions | Mid-term |
| Livingston | New building | New building to house programs needing low bay space and admin functions | Long-term |

## STATEWIDE MASTER PLAN IMPLEMENTATION PROJECTS

| CAMPUS | PROJECT TYPE | PROJECT DESCRIPTION | TIMELINE |
|---|---|---|---|
| Livingston | Demolition | Demolish Admin Building | Long-term |
| McKenzie | New building | New building to house programs needing low bay space and admin functions | Mid-term |
| McKenzie | Parking expansion | New parking lot | Mid-term |
| McKenzie | Demolition | Demolish Admin Building | Mid-term |
| McMinnville | Renovation | Repurpose vacant space for Building Construction program | Short-term |
| McMinnville | New building | New building to house programs needing low bay space and admin functions | Mid-term |
| McMinnville | Demolition | Demolish Admin Building | Mid-term |
| McMinnville | New building | New building for technical programs | Long-term |
| McMinnville | Demolition | Demolish Shop Buildings | Long-term |
| McMinnville | Parking expansion | Multiple parking expansions | Mid-term |
| Memphis | New building | New multi-story building to replace Education Building tower | Mid-term |
| Memphis | Demolition | Demolish Education Building tower | Mid-term |
| Memphis | New building | New building with space for low-bay programs | Mid-term |
| Morristown | Renovation | Renovation of spaces vacated by programs moved to new buildings | Short-term |
| Morristown | Renovation | Renovation or demolition of newly acquired building east of campus | Long-term |
| Murfreesboro | Renovation | Multiple renovations and migrations to provide adequate space for existing and future programs | Mid-term |

## STATEWIDE MASTER PLAN IMPLEMENTATION PROJECTS

| CAMPUS | PROJECT TYPE | PROJECT DESCRIPTION | TIMELINE |
|---|---|---|---|
| Nashville | New building | New Health Building | Short-term |
| Nashville | New building | New Tech Building | Mid-term |
| Nashville | New building | New Tech Building | Mid-term |
| Nashville | Demolition | Demolish Shop Building | Mid-term |
| Nashville | New building | New Collision Repair Building | Long-term |
| Nashville Airport | New building | New hangar and classroom building, parking and site improvements | Short-term |
| Nashville Airport | Demolition | Demolish existing facilities | Short-term |
| Newbern | Addition | Completion of Automotive Building | Short-term |
| Newbern | Addition | Addition for Industrial Maintenance program | Mid-term |
| Newbern | New building | New building for existing or proposed programs | Long-term |
| Oneida | New building | New building for Diesel, Line Worker, and Truck Driving programs | Short-term |
| Oneida | Parking expansion | New parking area | Short-term |
| Oneida | New building | New Automotive and Collision Repair building | Mid-term |
| Oneida | Demolition | Demolish existing shop building | Mid-term |
| Paris | New campus | New buildings, parking, and site improvements on new site | Mid-term |
| Parsons | Addition | Addition for Heavy Equipment Technology program | Short-term |

## STATEWIDE MASTER PLAN IMPLEMENTATION PROJECTS

| CAMPUS | PROJECT TYPE | PROJECT DESCRIPTION | TIMELINE |
|---|---|---|---|
| Polk County | New campus | New buildings, parking, and site improvements on new site | Long-term |
| Pulaski | Demolition | Demolish car dealership building | Short-term |
| Pulaski | New building | New transportation building | Mid-term |
| Pulaski | Additions | New additions for Welding and Industrial Maintenance programs | Mid-term |
| Pulaski | New building | New health and administration building | Mid-term |
| Pulaski | Parking expansion | Multiple parking expansions | Mid-term |
| Rhea County | New campus | New buildings, parking, and site improvements on new site | Mid-term |
| Ripley | New building | New building for existing or proposed programs | Long-term |
| Shelbyville | New campus | New buildings, parking, and site improvements on new site | Short-term |
| Smyrna | Addition | Industrial Maintenance classroom expansion | Mid-term |
| Union County | New building | New building, parking, and site improvements | Mid-term |
| Whiteville | Site improvements | New storage building and areas for Farming Operations and Line Worker programs | Short-term |
| Smyrna | Addition | Industrial Maintenance classroom expansion | Mid-term |
| Union County | New building | New building, parking, and site improvements | Mid-term |
| Whiteville | Site improvements | New storage building and areas for Farming Operations and Line Worker programs | Short-term |

