



## TENNESSEE HIGHER EDUCATION COMMISSION

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**REGULAR CALENDAR ITEM:** VI.

**MEETING DATE:** August 15, 2024  
**SUBJECT:** Austin Peay State University Master Plan  
**ITEM TYPE:** Action  
**ACTION RECOMMENDATION:** Approval

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### BACKGROUND

Campus master plans are an essential element of higher education public policy. Master plans provide an opportunity for long-range planning that incorporates the institution's needs and ambitions, while also providing the public and state government a sense for how the institution might evolve over time. Whether the acquisition of strategic property, the need for and efficient use of facilities, or an analysis of how the campus footprint meshes with the surrounding community, master plans provide a method of anticipating and preparing for the future needs of the campus and the students it serves. THEC requires institutions to produce a master plan every ten years that addresses short, mid, and long-term needs of the campus with respect to building and land use, open space, vehicular circulation and parking, and land acquisition opportunities.

### MASTER PLAN SUMMARY

Austin Peay State University is located in Clarksville, TN, the fifth largest city in the State. The 196-acre campus is located north of College Street, surrounded on three sides by residential communities. The University also has resources south of College Street, on Fort Campbell U.S. Army post, and on the 440-acre Farm & Environmental Education Center.

The last Master Plan was approved in 2013 and was revised in 2017. Major projects initiated or completed as part of those plans include the Health Profession Building, Kimbrough Classroom & Office Renovations, Fine Arts Improvements, and University Bookstore Improvements.

In Fall 2023, the University had a headcount enrollment of 9,945 undergraduate and graduate students, or a full-time equivalent enrollment of 7,326 students. Also in the fall, there were 687 faculty (404 full-time and 283 part-time), and 940 administrators and staff (691 full-time and 249 part-time).

For this Master Plan, each academic college projected how many faculty and students they will have in ten years. Those projections were used to generate the amount of space that will be needed in the future. This Master Plan essentially is a plan to renovate and repurpose existing space.

In the future, the University will need to renovate and repurpose existing space to accommodate growth in enrollment and employees, as well as to meet current and anticipated future needs. With the new Health Professions Building opening soon, the proposed Military Academic Building, the addition to Kimbrough, the Harvill renovation and expansion, and the reassignment and renovation of vacated space, the University will have made significant progress towards its facility renovation goals and deferred maintenance needs.

The Master Plan prioritizes five capital projects for renovations, with some receiving additions. The additions will update out-of-date buildings that no longer support current student needs. These include the proposed Military Academic Building project, which will bring together four academic programs. University College is a

newly organized college that brings together four existing student success-focused programs in the Memorial Health Building. The Little Gows Learning Center will be expanded. Woodward Library will require a renovation as it moves away from a book-centered facility towards a learner-centric facility for students to work collaboratively or independently. The College of Business, located in the Kimbrough building, lacks student study and student collaboration amenities, which can be added to the building. Several buildings have been identified to be backfilled due to the Health Professions Building construction. This effort will be the start of a larger, long-term strategy to renovate spaces across campus for more efficient use. This effort will require existing buildings to be repurposed.

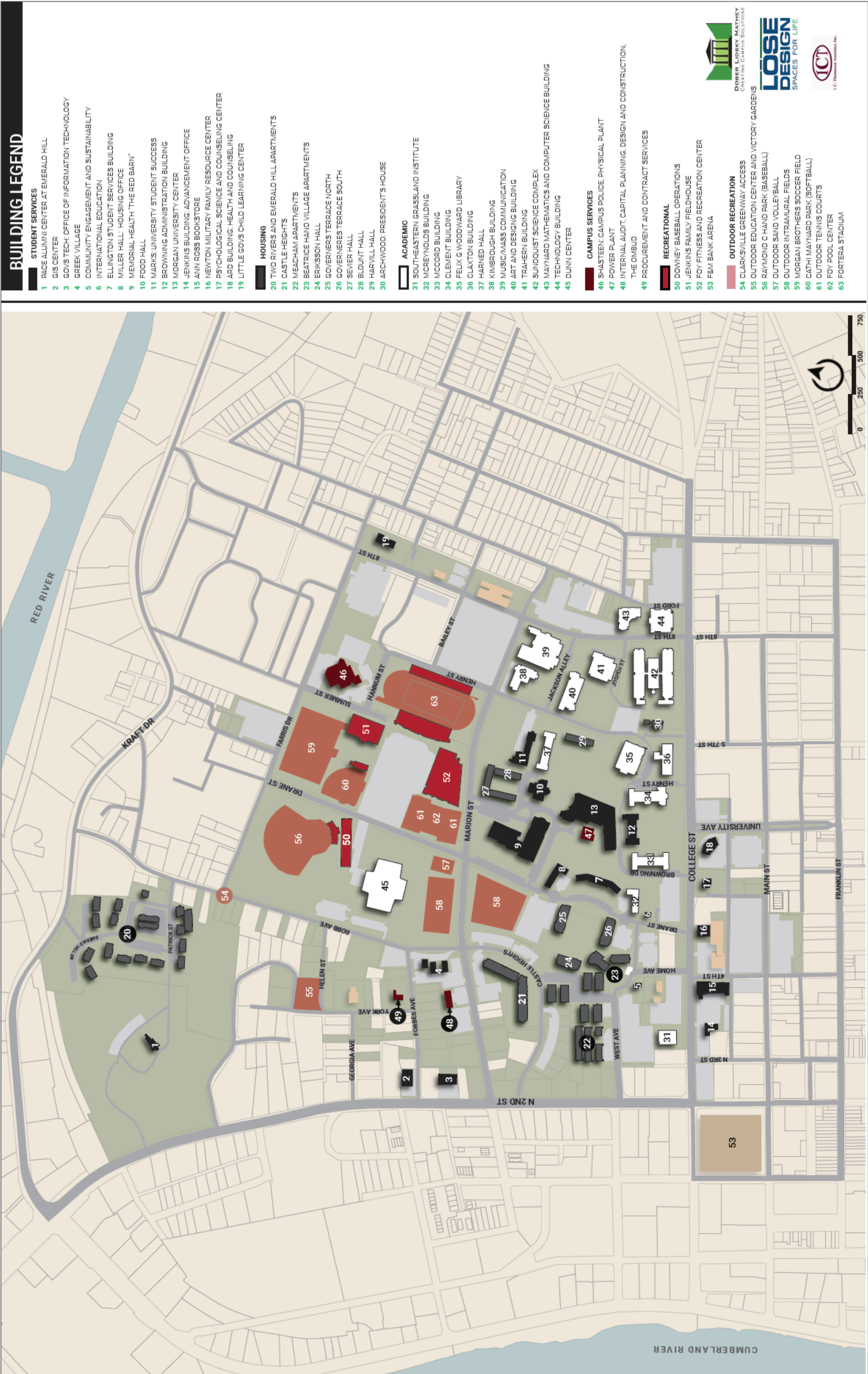
The Master Plan also explored various strategies to change the character of several streets interior to campus to slow traffic using calming techniques, thus increasing student safety.

As Austin Peay continues to grow as it has over the past few years, more housing sites may be needed. Two student residences require renovation and modernization. Additionally, several sites are being explored as possible housing sites for the future.

## **RECOMMENDATION**

The 2024 Master Plan Update is a comprehensive ten year plan, with analysis of space needs, enrollment, site considerations, facility conditions and renewal plans, design guidelines, land acquisition, infrastructure, student life/services, and implementation and capital plan. THEC staff recommends it for approval.

DRAWING 1.1: EXISTING CAMPUS



# Section One

## EXECUTIVE SUMMARY

In 2012, Austin Peay State University engaged in a campus planning process with the objective of addressing programmatic, facility and campus needs for the following fifteen-year period. The State formally approved this plan. In 2016/17 the plan was amended to reflect 11 acres of land purchased across College Street. The period of time from the adoption of the APSU Campus Plan through 2023 included significant growth of enrollment and the accomplishment of many projects included in the campus plan. As a result, the University engaged the original planning team of Dober Lidsky Mathey, Lose Design, and I.C. Thomasson to develop a new campus master plan once again.

The planning process was a collaborative effort, involving all academic departments, faculty, staff, and administration. Their active participation in discussing their programs and the way faculty were engaging with undergraduate and graduate students—teaching, learning, and research—was instrumental in shaping the future of the campus.

Needs were tested against benchmarking and the Tennessee Higher Education Commission (THEC) space guidelines. The University vetted and prioritized the list of needs and only the highest needs have advanced. The prioritized list of projects includes the following:

|                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Military Academic Building</li><li>• University College</li><li>• Little Goves Learning Center</li><li>• Library Re-invention</li><li>• Ellington – Renovation</li><li>• Marks - Staging, then demolition</li></ul> | <ul style="list-style-type: none"><li>• Reassessing leased land and campus needs</li><li>• Harvill Student Success Center</li><li>• Disposed off/demolition of properties beyond rehabilitation</li><li>• City Streets: Receive ownership for interior campus streets</li></ul> | <ul style="list-style-type: none"><li>• Continuing the improvements of campus entrances and acquiring surrounding land, when possible</li><li>• Blount/Sevier Modernization &amp; Expansion</li><li>• Harned Hall Renovation &amp; Classroom Additions</li><li>• Kimbrough Addition</li></ul> |
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Table 1.1 includes a list of key projects for the APSU Campus followed by the Campus Plan Overview that includes more detail and explanation.

Table 1.1: Key Projects

| Key Projects                                                                      |
|-----------------------------------------------------------------------------------|
| Military Academic Building Renovation                                             |
| University College in Renovated Memorial Health Building                          |
| Little Goves Learning Center Expansion                                            |
| Library Re-invention – transitioning from book centric to learning centric        |
| Disposal of properties beyond rehabilitation to repurpose land for the University |

### What Makes These Projects Key?

- They have an immediate positive impact on recruitment and retention of students
- They Improve academic and student life resources
- They help create a vibrant and exciting campus
- They are transformational by answering the current demands of campus in modern and innovative ways

Each of these Key Projects can move forward at any time that the University has the funds. Only the University College depends on space being vacated in Memorial Health Building once the Health Professions Building is constructed and occupied.

### Campus Plan Overview

The drawing on page 4 summarizes the many projects that make up Austin Peay State University’s campus master plan:

- 1) An early, high priority project that has emerged is the Military Academic Building which brings together four academic programs and some Athletic Department needs. The departments are the Culinary Arts Program in the University College, Communications—Sports Broadcasting in the College of Arts and Letters, the Institute for National Security and Military Studies and the Reserve Officers Training Corp (ROTC) both in the College of Behavioral and Health Sciences.
- 2) University College is a newly organized college which brings together four existing student success focused programs: University Student Success, University Honors Program, University Studies Programs, and the University Partnerships and Success’s Initiatives. A consolidated Student Success facility has been in the 2013 and 2017 campus master plans. The best location is in a renovated Memorial Health Building, in close proximity to the University Center.
- 3) The Little Goves Learning Center, for children ages 2 to 5, serves students, faculty, staff, and the community but is at capacity and has a waiting list of over 300 children. The Center could join the College of Education as a learning laboratory for the Early Childhood Development Program, but currently lacks the space to do so. There is sufficient land next to the Center’s site to construct an addition to support this important resource.
- 4) Woodward Library will be re-invented and move away from a book-centered facility towards a learner-centric facility—more technology, more places for students to work collaboratively or independently, and to find the tools that they need to understand ideas, theories, and facts. Space reallocation and technology upgrades will be required.

DRAWING 1.2: CONCEPT PLAN



| CONCEPT MAP KEY                                              |
|--------------------------------------------------------------|
| (1) Military Academic Building Renovation                    |
| (2) University College in Renovated Memorial Health Building |
| (3) Little Goves Expansion                                   |
| (4) Woodward Library Reinvention and Renovation              |
| (5) Back-fill Renovation: Clement, Dunn, McCord              |
| (6) Ellington Renovation                                     |
| (7) Marks - Temporarily use as staging, then demolish        |
| (8) Reconsideration of leases for APSU Expansion             |
| (9) Harvill Hall Renovated and Expanded                      |
| (10) Renovation/Remediation various locations                |
| (11) City Streets Within Campus Petition to Acquire          |
| (12) Campus Edge Beautification/Landscaping                  |
| (13) Blount Hall, Sevier Hall Renovation                     |
| (14) Possible Future Housing Sites                           |
| (15) Harned Hall Renovation                                  |
| (16) Kimbrough Addition                                      |



As part of the planning process, a number of studies and analyses of the campus and buildings were conducted. One study focused on how the University uses its classrooms, laboratories, and studios. It became clear that APSU has a sufficient number of classrooms to accommodate enrollment growth. However, some rooms are too small for an active learning pedagogy, some rooms need more flexible seating, and some rooms need a general upgrade.

The utilization of space study was indispensable in moving the University to create a committee to explore and implement improvements in efficient scheduling and make decisions about specific rooms. The utilization study also led to the prioritization of renovation projects rather than new construction.

Just as new and renovated buildings are important to advance and support the academic mission of the University, so too, are the exterior spaces—the landscape, hardscape, and softscape that help to create the experience of the campus. The core of the campus is, for the most part, attractively designed and landscaped. Moving away from the core, the landscape requires reimagination as it blends into the surrounding city streets and those environments, losing the visual appeal of the central campus.

The maps on page 4 and page 7 show several concepts for improving the campus’s outdoor space and strengthening the relationship with the city of Clarksville and Montgomery County.

The landscape/streetscape along College Street and Main Street should be improved in coordination with the city, state, and county.

Marion Street needs special attention. It is a wide street with fast-moving cars, and sparse landscaping. It, unfortunately, divides the campus rather than being part of it. Although it is a city street, every effort should be made to acquire it, since the University owns land on both sides.

There are many ways to control how fast cars might travel on Marion: narrow the road and improve the landscape/streetscape, create a boulevard by constructing a landscaped median, and/or change the road texture at important crosswalks.

Another way to control traffic and reduce vehicular speed is to close Marion between 8th and Drane Street. The closing of that section can be flexible and Marion can remain open during game day or special events.

Two new major east/west pedestrian walkways are recommended on campus. One landscaped walkway will start at the new Health Professions Building along Jackson Alley running east/west between the Art and Design and Music Mass Comm buildings. The walkway will continue north of Harned Hall, north of Catherine Evans Harvill Hall, and terminate at a landscaped plaza at the University College (Student Success Center) in the newly renovated Memorial Health Building. Jackson Alley will continue to be both vehicular and pedestrian, but it should be redesigned to prioritize pedestrian access and safety.

The second landscaped walkway will start at Henry Street and end at Drane or 2nd Streets. In addition, improvements of the walkways and landscape starting at the O’Malley Family Welcome Center and merging with existing pathways will enhance the experience of potential new students and their parents when visiting campus.

This map on the following page shows the locations intersections where we recommend enhancing the accessibility and visual identity of APSU at important pedestrian crossing points. See also page 39.

Also shown are landscaped pedestrian campus plazas with various seating arrangements to create and encourage a strong sense of place and community.



## UNIVERSITY PROPERTY - POTENTIAL AND OPPORTUNISTIC LAND ACQUISITION

University-owned land is colored green or gray on the drawing and the University buildings are white, blue if they are to be renovated as part of the campus plan, or brown to indicate an addition. The current size of the campus is 196 acres.

APSU has the fewest number of acres per student compared to the other locally governed State Universities in Tennessee. Another way to look at the issue is the number of students per acre. How dense is the campus? Austin Peay is the densest campus with 41 students per acre. The range is from 10 students at Memphis to 41 students at APSU. The dearth of land impacts current and future parking, play fields, open space, and building sites.

The University’s Environmental Education Center (EEC), otherwise known as the APSU Farm, is located within Clarksville off Pickens Road. It is comprised of approximately 442 acres and supports the University’s academic programs.

At Fort Campbell, APSU has one building and can utilize other spaces.

The areas of land that the University should consider for acquisition in a long-range plan are shown in a light salmon color. This map shows a long-range time frame for potential property acquisitions, and opportunistic acquisitions.

DRAWING 3.3: POTENTIAL LAND ACQUISITION

