



CAMPUS  
MASTER  
PLAN

**BUCS**  
GO BEYOND



EAST TENNESSEE STATE  
UNIVERSITY



# Welcome to ETSU

"In 2036, when a visitor approaches Johnson City, the presence of East Tennessee State University looms large.

It is seen in the far outskirts of the city on *Welcome to ETSU* signs; in the high-tech, manufacturing and health care corridor that embraces the region; and in the vibrant college town of Johnson City, where campus and community are synonymous.

The message is clear - ETSU is the preeminent player in the region, contributing to the overall high quality of life, innovation, industry and business, health, well-being, vitality and diversity through education, arts and culture and athletics. These themes define its overall 'Culture of Excellence', whose attributes guided visioning and planning for ETSU's 125th anniversary."

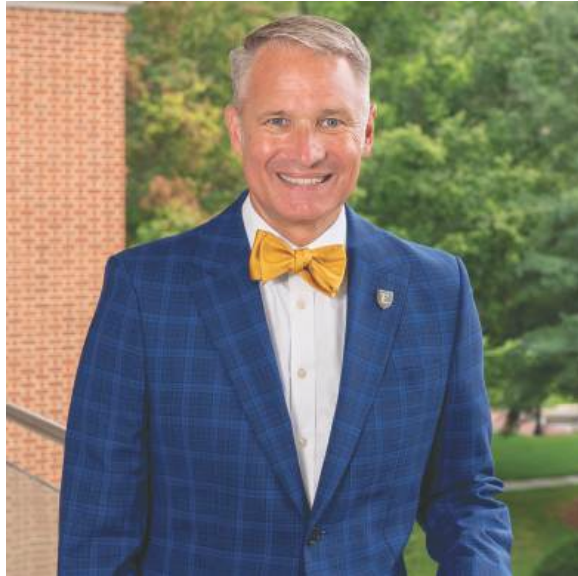
- *East Tennessee State University Strategic Plan 2016-2026. Approved by ETSU Board of Trustees March 27, 2017.*







# Letter From the President

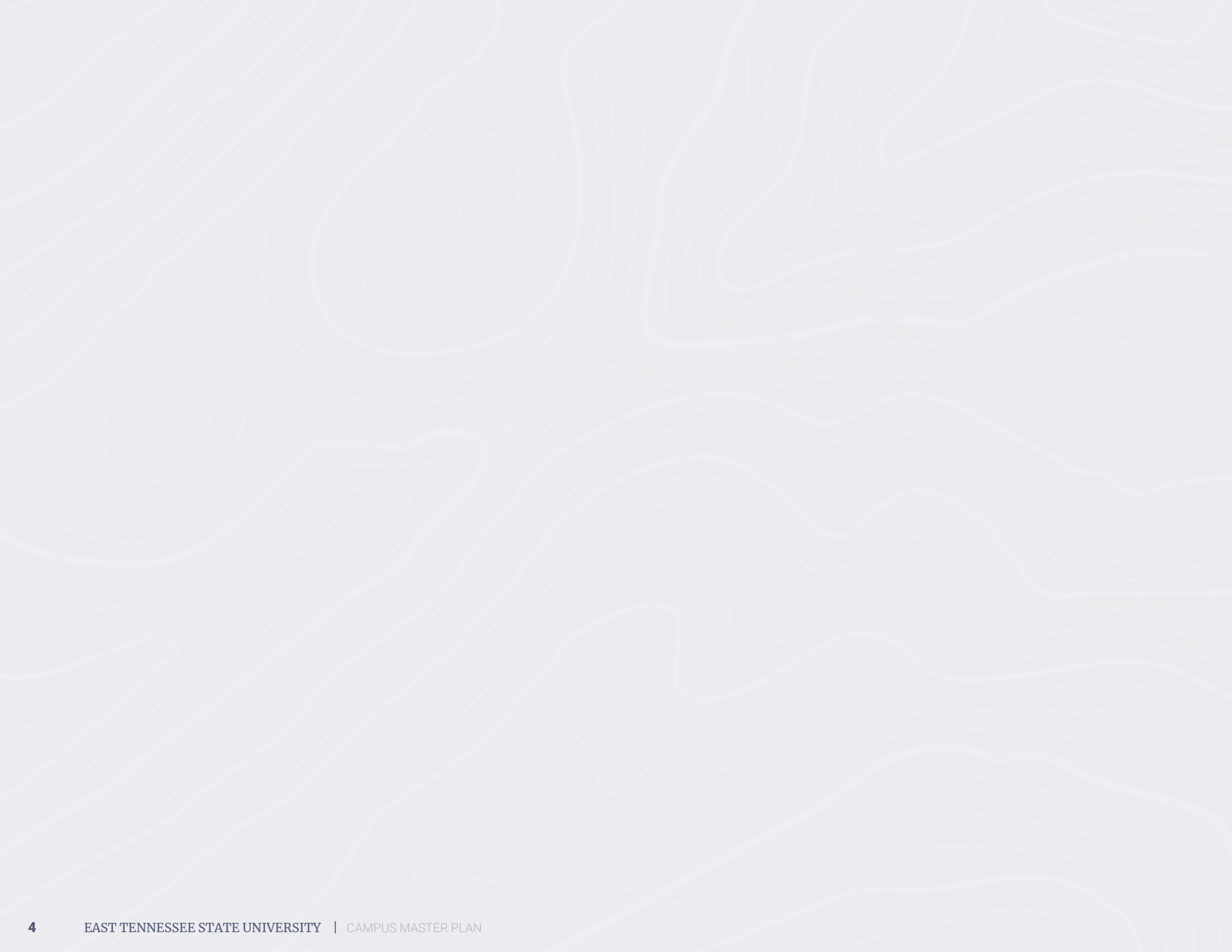


East Tennessee State University is an institution that is both transforming and transformative. Since its founding in 1911, ETSU has focused on a singular mission: to improve the quality of life for people in Appalachia and beyond. More than 100,000 people — many of them the first in their families to attend college — proudly call ETSU their alma mater. Hundreds of thousands more have been positively impacted by the university, which has evolved from a teacher's college to become the flagship university for the region, driving advancements in research, community development, health care, and the arts.

In fall 2023, ETSU welcomed more than 2,100 first-year students, the largest incoming class in the institution's history. In fall 2024, we will set a record for the largest number of students living on campus, with more than 3,400 students expected to live in university housing.

The Campus Master Plan provides a road map to continue the university's transformation and enhancement of the student experience and residential life, contributing to the recognition of ETSU as one of the best campuses in the southeast region. It also will advance ETSU's status as a dynamic, Interdisciplinary learning environment promoting growth and development inside and outside the classroom.

The plan reflects the input, ideas, and aspirations of a broad variety of campus stakeholders. It is designed to support the university's growing research portfolio, build upon our strengths in the health sciences, and encourage connectivity between campus and the communities it serves. Thank you for your contributions to the ongoing evolution of East Tennessee State University.





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# 01

## Executive Summary

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# Institutional Overview

Founded in 1911 as the East Tennessee State Normal School, East Tennessee State University (ETSU) has continued to evolve and strive to advance educational attainment in the Appalachian Region.

Transitioning to the East Tennessee State Teachers College in 1925 and then the East Tennessee State College in 1943, ETSU has adapted to the changing needs of the region throughout its history, including the achievement of university status in 1963 and opening of the Quillen Medical School in 1983.

Today ETSU serves almost 14,000 students annually from 71 countries and all 50 states, with over 166 academic programs.

The Campus Master Plan is a strategic implementation tool to guide future physical development and initiatives of ETSU to support the institution's "106-year tradition of improving the lives and well-being of the people in the region and beyond."





*The Campus Master Plan includes a series of initiatives and strategies to advance the institutional goals, and provide concepts, illustrations, and guidance for development across campus.*

*The plan is intended to be flexible to adapt to changes across the institution.*

*The plan concludes with a framework of decision-making strategies for project planning and implementation over the 10-year plan horizon.*





## Main Campus

ETSU's Main Campus is in the Buffalo Ridge Mountain Valley, west of Johnson City. The campus is primarily situated south of State of Franklin Road, east of University Parkway, and north of Seehorn Drive. However, the campus gateways lack definition or a welcoming entrance.

The campus academic core is centered around popular outdoor gathering quads connected through the north-south Pride Walk, a unique pedestrian corridor and culturally significant campus thoroughfare. Recent investment in the University Commons has transformed the campus's east-west connection from the D.P. CULP Student Center to the William B. Green, Jr. Stadium and Lucille Clement residence hall. The Commons provides signature open space for gathering and opportunities for expansion of campus traditions elevating the student experience.

The campus architecture is predominantly Neo-Georgian. However, additional architectural styles have been introduced with the renovation of the Culp Center, the expansion of Lamb Hall, and the new Academic Building in the core of campus.

The Campus Master Plan includes ETSU's 366-acre Main and Mountain

Home Veterans Administration Campus which together are home to nearly 14,000 students and offer over 166 academic programs. The university has recently experienced a surge in enrollment and is committed to enhancing the academic and experiential student experience.

To this end, ETSU has developed a Campus Master Plan that prioritizes the expansion of graduate and undergraduate degree programs, the construction of an Integrated Health Services Building, and the growth of the School of Engineering. Additionally, the Campus Master Plan emphasizes the importance of open spaces and pedestrian movement, with a focus on fostering campus community interactions.

The Campus Master Plan details a visionary approach to strengthen the integration of residence life, cultural heritage, tradition, and open spaces, strategically positioning ETSU for the future. The plan encompasses a series of initiatives aimed at upgrading infrastructure, renovating buildings, enhancing housing and dining, improving parking and circulation, connecting campus edges and gateways, and transforming open spaces. The Campus Master Plan also seeks to identify potential partnership opportunities that support campus transformation for students and the community.

### MAIN CAMPUS FAST FACTS



**Founded  
in 1911**

COVERING:



**366  
ACRES**

HOME TO:



**166  
ACADEMIC  
PROGRAMS**

*ETSU encompasses several campuses and satellite locations. However, the Campus Master Plan primarily focuses on the Main Campus, providing opportunities for renovation, reimagining, and future development.*

*Through strategic visioning and commitment to providing a world-class institution, ETSU has re-imagined the physical development of the campus. The application of the recommendations within the Campus Master Plan is intended to guide ETSU in achieving the mission of a culturally rich, student-centered, campus community.*





## James H. Quillen VA Medical Center at Mountain Home

Established in 1903, the James H. Quillen VA Medical Center at Mountain Home stands as a historical medical facility originally dedicated to serving disabled veterans of the Civil War. The grounds and open space provide a picturesque setting overlooking the Buffalo Mountain Ridge, within historical buildings that define the campus character. Today, the campus represents a valuable and unique asset for the advancement of the university's health sciences mission.

As an extension of the Main Campus, ETSU occupies 10 buildings on 31 acres for the James H. Quillen College of Medicine, Physical Therapy, and Gatton College of Pharmacy on land leased from Veteran Affairs. The current lease expires in December 2033 and ETSU is currently working on securing a 99-year lease extension.

Building renovations have occurred to modernize space in Building 60, including learning commons, classrooms, research collaboration, simulation space, offices, and conference and meeting rooms. As the university's programs continue to grow, the demand for faculty space will become increasingly pressing.

While renovations have facilitated program growth and expansion, the space in newly refurbished buildings is already at a premium. Consequently, there is a clear need for more space. Renovations should include modernization of classrooms with flexible furniture to accommodate evolving teaching methods and enhance the learning environment. This proactive approach to infrastructure development is key to supporting the dynamic growth of the university's academic programs.

Additionally, construction plans for a new Integrated Health Services Building will provide additional instructional and clinical space. The Integrated Health Services Building will enhance the university's capacity for delivering comprehensive health services, integrating growing programs in Clinical Therapy, Prosthetics and Orthotics, the College of Nursing, and the Physician Assistant Program, and will further expand the need for modernized clinical and simulation space on campus.

## MOUNTAIN HOME VA CAMPUS FAST FACTS

LONG TERM LEASE COVERING:



HOME TO:



**Bill Gatton College  
of Pharmacy**



**Quillen College  
of Medicine**



**Medical Library**







## Regional Sites



### Nave Center

The Nave Center, located in Elizabethton, Tennessee, has provided community-based intervention since becoming part of ETSU in 1977. As part of the Department of Allied Health Sciences, the 25,000 square foot Nave Center underwent renovations in 2023 to modernize the facility to serve community health care needs and provide instruction for ETSU students in the rehabilitative and diagnostic health sciences. The center is situated nine miles northeast of the Main Campus, and students receive hands-on community-based instruction in comprehensive pediatric and adult diagnostic and therapeutic interventions.



### Kingsport Allandale

ETSU's Kingsport Allandale Campus is located on 97 acres, providing convenient community access to education. The campus is situated approximately 30 miles from the Main Campus and offers 80,465 square feet of space for classrooms, offices, storage, collaboration, and tutoring for general education and pre-professional courses.



### Kingsport Downtown

ETSU's Kingsport Downtown Campus is located approximately 26 miles from the Main Campus and is a collaboration with the Kingsport Alliance for Continued Learning. The campus sits within an Academic Village of six buildings and provides a collaborative education hub, combining the resources of ETSU, Lincoln Memorial University, and Northeast State Community College, providing opportunities for students of all ages to explore a variety of educational offerings. ETSU leases two offices, approximately 465 square feet, and has an agreement with Northeast State Community College to hold classes at the location.



### **ETSU at Sevier County**

ETSU offers junior- and senior-level programming at a convenient regional location, located approximately 100 miles from the Main Campus. The 11,585 square feet of space at the regional campus provide a variety of undergraduate and graduate programs in Business Management and Marketing, Early Care and Education, Early Childhood, Elementary and Special Education, Psychology, Human Services, Radiologic Services, Accelerated BSN, RN-BSN, LPN-BSN, and Applied Sciences.



### **Innovation Park**

Innovation Park is a collaborative partnership opportunity with Johnson City. The 60-acre parcel is located north of the Mountain Home VA Campus and is envisioned as a mixed-use economic development incubator location to support the attraction of research, business, and industry to Johnson City and ETSU. Development of the 60-acre parcel is envisioned as an opportunity to complement the Main Campus, increasing opportunities for additional research and collaboration amongst students, faculty, staff, and the community.



### **Eastman Valleybrook**

The Eastman Valleybrook Campus, located 17 miles away from the Main Campus, was acquired from Eastman Chemical Company in 2010. The campus includes a 72,000 square foot research and office complex with 30,000 square feet of warehousing space. The campus location provides transportation, convenience, and collaboration challenges. The buildings and grounds will require significant investment to achieve the required research and instruction needs of the university. Asset management initiatives should continue to focus on maintaining and modernizing resources and space on the Main Campus and Mountain Home VA Campus that support centralized research collaboration, interdisciplinarity, and resource efficiency.



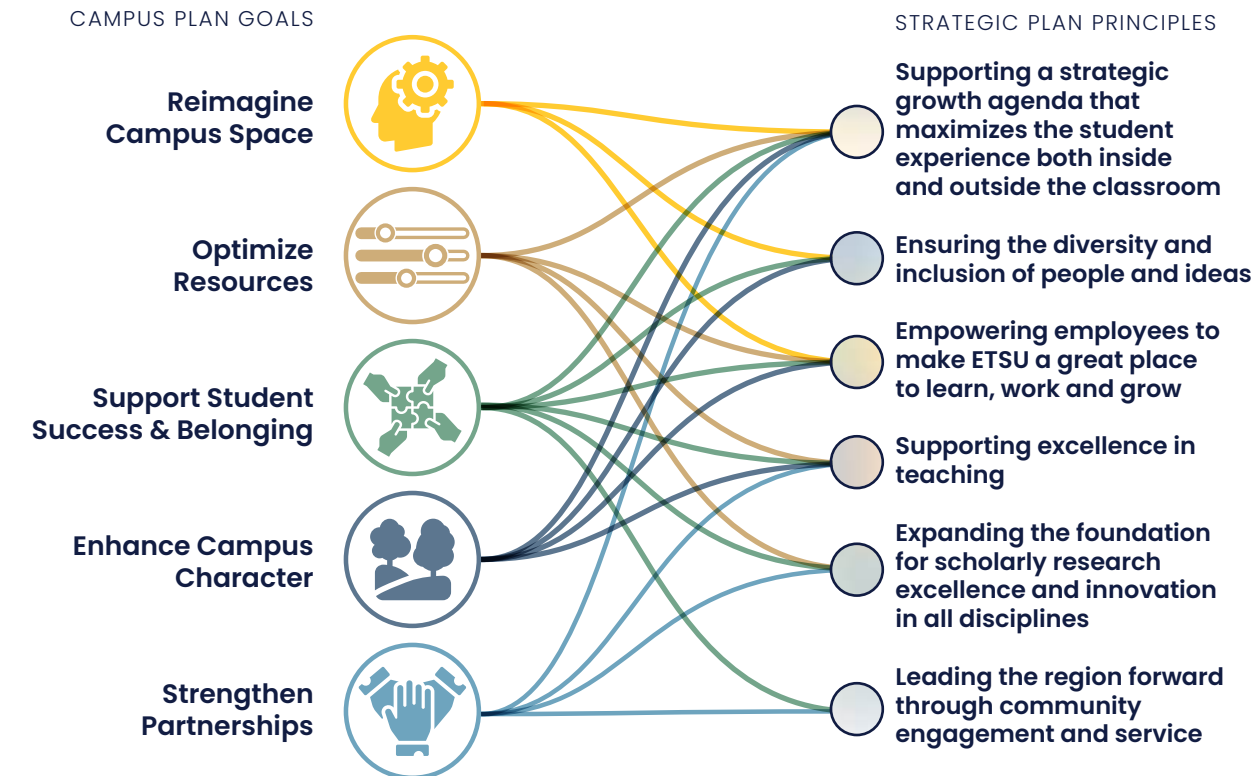
# Purpose of the Plan

The Campus Master Plan reflects a visionary future for the physical campus that aligns with the Strategic Plan and mission of the institution.

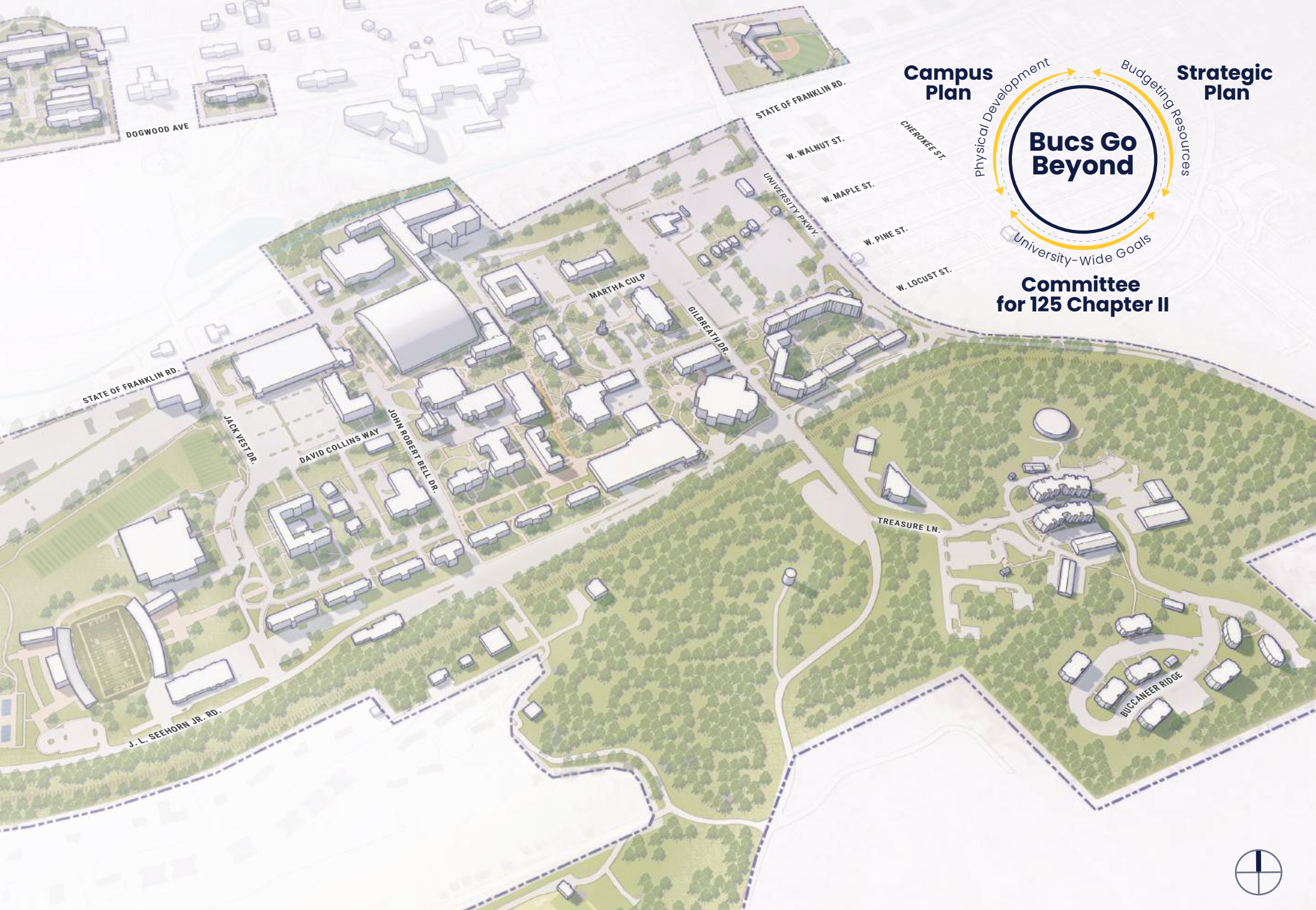
The Campus Master Plan was developed through an 18-month process and series of engagement initiatives. A collection of ideas and iterations was the result of thoughtful stakeholder engagement across campus including university leadership, faculty, staff, students, and campus partners. The Campus Master Plan is crafted as a flexible, long-range planning tool to be used to guide and prioritize future campus change reflecting a framework of changes to campus that support the physical development goals and implementation strategies for the future of the university.

**Figure 1** provides a visual representation of the essential linkages and strategic convergence between the guiding principles of the Campus Master Plan and the Strategic Plan. Alignment is pivotal for achieving the objectives outlined in both plans.

**Figure 1. Connecting Campus Plan Goals & Strategic Plan Guiding Principles**







**Campus  
Plan**

**Strategic  
Plan**

**Bucs Go  
Beyond**

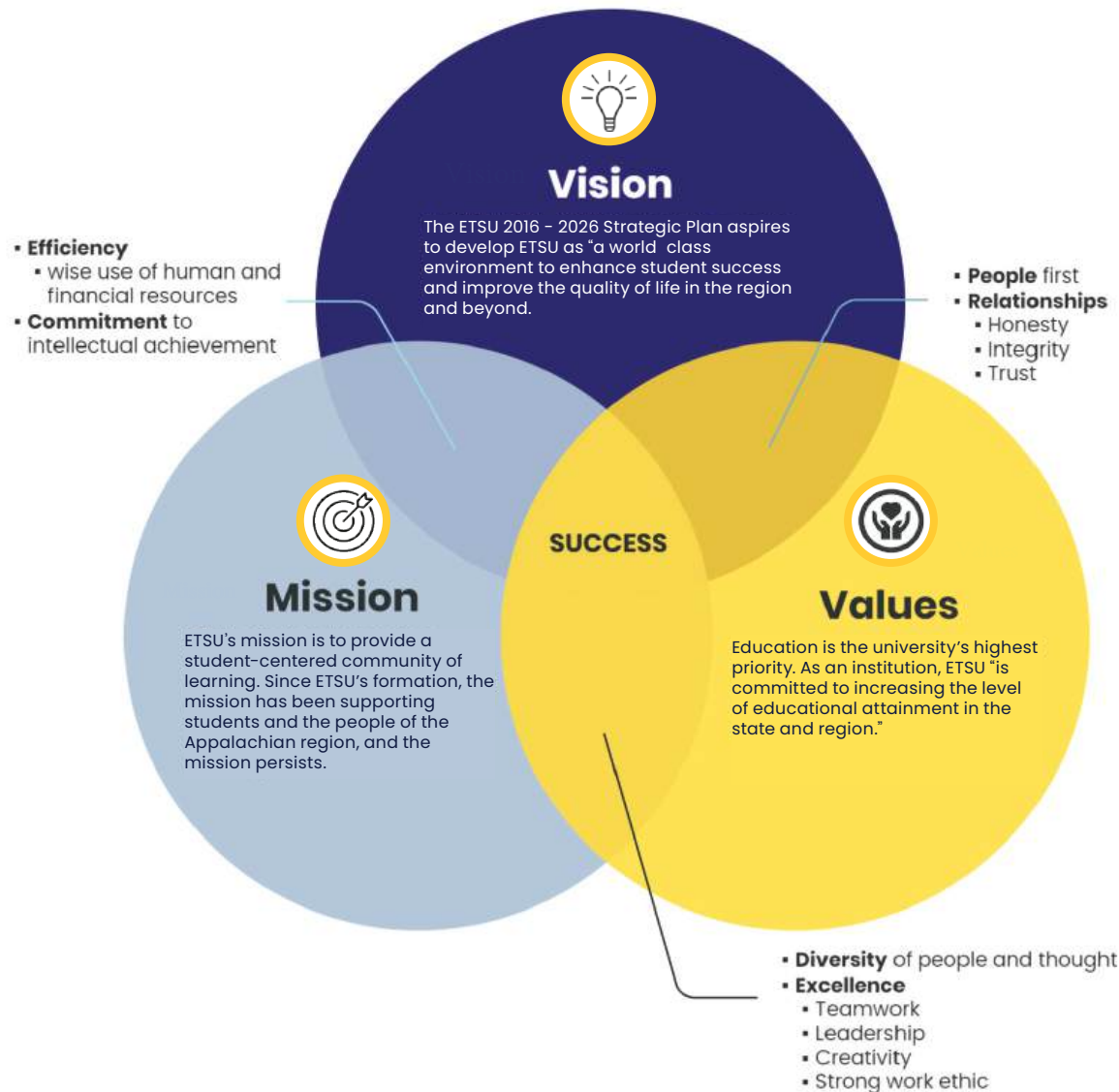


**Committee  
for 125 Chapter II**





# Vision, Mission, Values



- ETSU endorses **the value of a liberal arts education** and provides enriching experiences in honors education, student research and creative activity, study abroad, service-learning, and community-based education.
- ETSU **honors and preserves the rich heritage of Southern Appalachia** through distinctive education, research, and service programs and is actively engaged in regional stewardship.
- ETSU affirms **the contributions of diverse people, cultures, and thought** to intellectual, social, and economic development.
- ETSU offers students a **total university experience** that includes cultural and artistic programs, diverse student activities, a variety of residential opportunities, and outstanding recreational and intercollegiate athletics programs.
- ETSU awards degrees in **over 100** baccalaureate, master’s, and doctoral programs, including distinctive Interdisciplinary programs and distance education offerings that serve students from the region and beyond.

# Strategic Plan Alignment

The Campus Master Plan is a long-range road map to guide the campus' physical development response in support of the principles and pillars of the strategic goals and mission of ETSU.

The objective of the Campus Master Plan is to provide a single framework for decision-making that is fully aligned with the Strategic Plan and is purposeful and future-facing, driving planning and resource allocation forward to elevate ETSU as the premier institution in northeastern Tennessee.

The Campus Master Plan is guided by five principles for the ensuing decade and the six Pillars of Support as defined in the 125 Chapter II Strategic Vision.

The primary components of the Campus Master Plan Update are:

- **Main Campus Plan**
- **Mountain Home VA Campus Plan**
- **Academic Space Optimization Updates**
- **Housing Plan Updates**
- **Parking Plan Updates**
- **Acquisition and Disposition**
- **Capital Improvement and Implementation Plan**





# Planning Guiding Principles and Goals

The planning goals and guiding principles of the Campus Master Plan were developed by analyzing the university's strategic goals, core values, and mission. Additionally, the principles took into account the pillars of support guiding the ETSU into the future. The formulation of the guiding principles was the result of broad outreach, iterative refinement, and synthesis of key goals and priorities. These principles will guide the long-range planning and development future of ETSU, with a focus on maximizing student achievement and success.

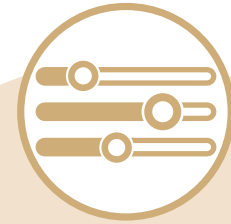
The Campus Master Plan articulates a strategic vision for physical development of the campus. However, it is understood that not every potential scenario or opportunity can be foreseen. Although the prioritization of projects within the Campus Master Plan is subject to change, the guiding principles establish the framework that informs decision-making. These principles ensure that despite unforeseen developments, decisions remain aligned with the goals and values of ETSU.

The guiding principles that have shaped the Campus Master Plan include:



## REIMAGINE CAMPUS SPACE

- Transform physical assets to address pedagogical changes and the changing needs of students.
- Create engaging and inspiring spaces that advance academic achievement and the student experience.
- Adapt collaborative instructional spaces to be flexible and interactive, and that support collaborative engagement to enhance strong connections across ETSU.
- Enhance the student instructional and research experience through investments in labs, technology, and simulation space.
- Invest in campus spaces that foster immersive and experiential opportunities for students.



## OPTIMIZE RESOURCES

- Analyze and invest in existing underutilized facilities to expand opportunities for Interdisciplinary collaboration.
- Address deferred maintenance needs through renovation projects across campus.
- Maximize utilization of resources by designing spaces to be flexible and shared across departments and disciplines.
- Provide flexible and efficient use of space across campus through policies as academic and administrative needs change.
- Recognize the critical significance of engaging in strategic acquisitions that are aligned with long-term objectives of the institution.



### **SUPPORT STUDENT SUCCESS AND BELONGING**

- Create engaging and inspiring spaces that encourage social interaction, collaboration, and learning across campus and facilities.
- Provide student support services, such as tutoring centers, and academic and professional advising in convenient and accessible locations for student contact.
- Embrace student life activities and traditions to enhance the 24-hour campus life experience.
- Improve campus housing and the on-campus residential experience to improve student attraction and increase retention.
- Expand educational opportunities for non-traditional students and international students, ensuring equitable access and an inclusive learning environment.



### **ENHANCE CAMPUS CULTURE AND CHARACTER**

- Enhance the pedestrian experience across campus by improving parking efficiency, reducing vehicles within the campus core, and prioritizing the pedestrian throughout campus.
- Continue to focus investment on the outdoor experience, leaning into the positive impact transformation has had on the campus character.
- Share the uniqueness of the Appalachian region, the students, traditions, and culture that define the campus and community through adding campus life activities.
- Prioritize investment in existing buildings and facilities across campus that contribute to the campus character and achieve the needs of emerging academic programs.



### **STRENGTHEN PARTNERSHIPS**

- Collaborate with Johnson City to invest in enhancing campus gateways and connections through edge improvements.
- Cultivate partnerships with industry leaders to elevate student access to research opportunities.
- Investigate public/private partnership opportunities for development collaboration to achieve the goals of the institution.



# Campus Plan Process

The planning process progressed over an 18-month period of stakeholder discovery, engagement, data collection and analysis, iteration, refinement, prioritization, and documentation.

The process provided stakeholders the opportunity to collaboratively advance the long-range and aspirational goals consistent with the strategic vision for the university and provide the road map for capital investment through 2032.



## Discovery

The planning team collaborated to assemble and review data about the history and past planning efforts at the university. Through review of the existing conditions documentation, university data, stakeholder interviews, strategic plan alignment, and campus tours, the team was able to establish the goals and objectives for the project.



## Town Hall Session

Virtual and in-person town hall sessions were held during the Campus Master Plan kick-off. Feedback was collected from the campus community, including representatives from the community, regional leaders, and university leadership. These sessions provided a variety of opportunities for different members of the campus community to discuss campus preservation, transformation, and partnerships.



## Campus Intercept Engagement

At the Campus Master Plan kick-off, students, faculty, and staff were intercepted at multiple locations across campus, including the D.P. Culp Center and the Quad.

These intercepts provided an informal opportunity to collect stakeholder feedback on campus issues and opportunities.

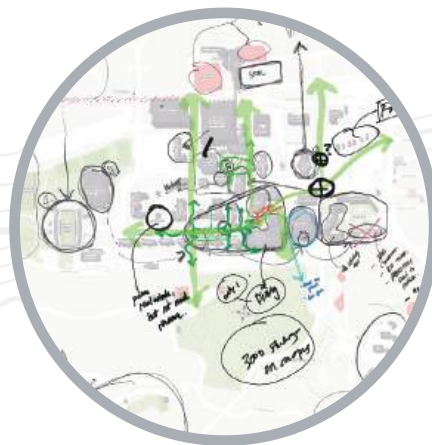
# DISCOVER



## MapMyBucs

An online platform was used to collect data from the campus community. Throughout the engagement period, stakeholders provided feedback on their experiences across campus. Survey questions were framed to gain an understanding of a 'day in the life' of students, faculty, staff, and the community.

The survey reached over 1,454 stakeholders providing valuable insight for planning and analysis.



## Explore

Following the Discovery phase, the planning team completed an analysis of campus space and facility utilization, including classrooms, teaching laboratories, and research space. Through the detailed assessment of enrollment projections, peer benchmarking, Tennessee Higher Education Commission (THEC) guidelines, and space quantity and quality data, the planning team provided data informed recommendations to establish the framework for the Campus Master Plan and capital investment across the university.



## Design Charrette

A participatory visioning charrette was held with university leadership to generate ideas and explore alternative campus futures. The hands-on collaborative workshop helped stakeholders holistically understand campus opportunities and challenges, build consensus, and develop a collective understanding of space, programs, student experience, mobility, and open space. Results from the charrette shaped the Campus Master Plan and alternative iterations.

# EXPLORE





## Refinement

Through the Discovery, Analysis, and Scenario Development iterations the planning team produced a Preliminary Master Plan. Understanding, iterating and prioritizing the goals and priorities of the university, as well as the importance of strategic and fiscal alignment of leadership, helped the team refine the plan into a Campus Master Plan and road map for the future.



## Scenario Development

Results from the Design Charrette were used by the planning team to workshop future campus physical development scenarios. Alternative scenarios were presented and explored with university leadership to ensure the inclusion of a diverse set of perspectives for the most impactful potential change opportunity across campus.



## Documentation

The Campus Master Plan final report is the culmination of findings, recommendations, and strategic priorities. Throughout the planning process of Discovery, Analysis, Scenario Development, and Refinement, stakeholder feedback was requested through interviews, consultation, and campus engagement sessions.







## MapMyBucs Summary

The campus community provided valuable insights into campus mobility, open spaces, building preferences, and campus improvements through an interactive survey. The survey included a variety of inquiries to assist the planning team in determining recommendations for the Campus Master Plan, and the identification of opportunities and challenges across campus. **Figure 2** provides a summary of MapMyBucs engagement participation.

Responses and mapping responses provided in the survey indicated that across campus, there is a need to address the modernization of facilities, specifically academic buildings and housing. Stakeholder feedback revealed that deferred maintenance and renovations were necessary to meet the changing needs of students and technology.

Parking was noted as a particular concern across campus, but stakeholders also noted that vehicular circulation across campus impacted the pedestrian and mobility challenges. Renovated spaces, such as the D.P. Culp Student Center, the University Commons, and specific spaces within the Sherrod Library, were noted as being favorite spaces on campus.

The feedback identified areas of focus for the planning team to further evaluate and samples of preferred locations and experiences across campus to emulate in the recommendations of the Campus Master Plan. The planning team prioritized the following areas to enhance students' interactions, both academically and socially:

- 1. Spaces:** Prioritize spaces that encourage student interactions and collaboration, such as study rooms, lounges, and common areas.
- 2. Mobility:** Prioritize mobility in and around campus to improve campus gateways and wayfinding. This includes improving pedestrian walkways, bicycle lanes, and public transportation options.
- 3. Building renovations:** Prioritize building renovations to support changing pedagogies and growing programs. This includes upgrading classrooms, laboratories, and other academic spaces to meet the needs of students and faculty.
- 4. Housing:** Prioritize housing needs for an increasing enrollment and rich diversity of campus population. This includes providing affordable and accessible housing options for students from all backgrounds.

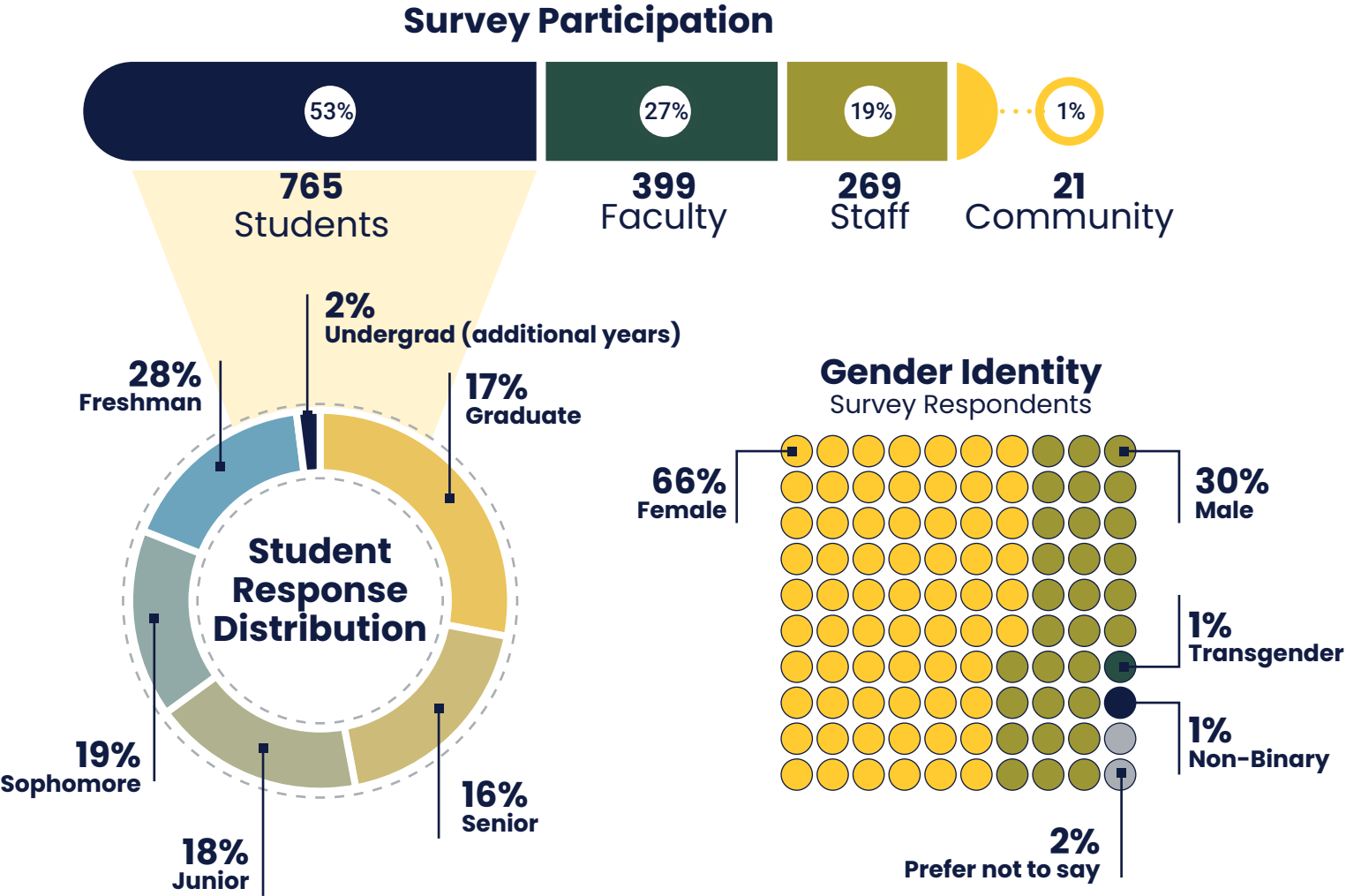


Figure 2. MapMyBucs Feedback Summary

**1,454**  
PARTICIPANTS

**190**  
POP-UP  
RESPONSES

**20+**  
INTERVIEWS WITH  
LEADERSHIP,  
FACULTY & STAFF





# A Framework for Success

ETSU's Campus Master Plan serves as a roadmap for an ambitious and exciting future. Over the past decade, campus transformation has positioned ETSU to accommodate increased enrollment, advanced research opportunities, and enhanced academic excellence in Tennessee. The Campus Master Plan offers recommendations to achieve greater success and to propel ETSU's ability to expand access to higher education. Through strategic investments in building development, land acquisition, vehicular and pedestrian circulation, open space enhancement, recreation, athletics and the student experience ETSU will gain the momentum necessary to achieve the mission of becoming a premier student-centered, world-class environment. The plan is informed by the following principles which provide a framework for successful transformation.



**Enhancing Campus Facilities** involves transforming and re-imagining academic and student life spaces to enrich the student experience. These spaces should be flexible, collaborative, and inspiring spaces. Priority investment includes renovating academic buildings like Brown Hall and constructing new residence halls to accommodate enrollment growth for new programs in high-demand fields and advanced research opportunities. Additionally, ETSU aims to enhance the campus experience by reimagining pedestrian circulation and campus gateways along Gilbreath Drive and John Robert Bell Drive.



**Resource Management** involves promoting Interdisciplinary collaboration across departments and disciplines. ETSU aims to maximize available space for collaboration within the reimagined Sherrod Library and revisit policies governing office and academic space needs, prioritizing investment in existing facilities where feasible and constructing new facilities when fiscally responsible to maintain a compact and efficient campus infrastructure.



**Supporting Student Success** involves expanding housing options, creating additional meeting spaces, and fostering growth in student organizations, investing in a Greek Village to expand Greek Life on campus and providing spaces in the Sherrod Library and throughout campus that cater to the diverse student population, including non-traditional, international, and graduate students.



**Enhancing Campus Culture and Character** involves transforming campus circulation and gateways. ETSU proposes to invest in streetscape enhancement to Gilbreath Drive and John Robert Bell Drive. ETSU aspires to be a place that celebrates the outdoors and embraces the uniqueness of the Appalachian region. Prioritizing investment and transformation in outdoor spaces will foster memorable connections, build community, and enhance safety.



**Strengthening Partnerships** with the community and industry partners creates opportunities for ETSU students and contributes to the success of the state and region. The Campus Master Plan prioritizes projects along the campus gateways to improve connections to the Mountain Home VA Campus and Johnson City. ETSU's aspiration to expand the Health Sciences and Engineering programs has led to growth opportunities, including a potential Health Sciences Corridor development and the potential construction or expansion of buildings for the growing College of Engineering.







# The Future ETSU Campus

The Campus Master Plan recommendations have the potential to be transformative to the physical environment on ETSU's campus. **Figure 3** illustrates this potential future if all recommendations are implemented. The process of realizing the vision of this plan will take years. The recommendations illustrated in Figure 3 are split into two categories, "short-term" and "long-term" described in more detail below.

## Current and Short-Term

These recommendations focus on enhancing the student experience on campus. Projects have been identified to address housing needs, renovation of academic spaces for growing programs, reimagining spaces for better utilization and Interdisciplinary collaboration, and enhanced open space areas and circulation. Short-term projects are intended to be completed within 10 years, contingent upon funding. Current projects that are in progress are indicated by an asterisk.

- |  |                                |   |                                |
|--|--------------------------------|---|--------------------------------|
| 1 Integrated Health Services*                | 6 John Robert Bell Enhancement | 12 New Academic Building*               | 17 Renovated Sherrod Library   |
| 2 University Commons Expansion*              | 7 Yoakley Hall Renovation*     | 13 Burleson Hall Renovation             | 18 Gilbreath Drive Enhancement |
| 3 Renovated Lucille Clement                  | 8 Powell Hall Renovation*      | 14 Mathes Hall Renovation               | 19 Academic/Housing Option B   |
| 4 Academic/Housing Option A                  | 9 Memorial Hall Renovation     | 15 Sherrod Drive Pedestrian Enhancement | 20 New Greek Village           |
| 5 Wilson-Wallis Hall Renovation and Addition | 10 Sam Wilson Hall Renovation  | 16 Brown Hall Phases 1 and 2*           | 21 Thomas Stadium Addition*    |
|  | 11 Lamb Hall Renovation*       |   |                                |

## Long-Term

These recommendations prioritize projects that are both important and aspirational, essential to achieving ETSU's long-term goals. These projects encompass academic space renovations, the construction of new academic, support, and housing facilities; connect to the community; provide opportunities for public-private partnerships; and enhance recreation and athletics. Long-term projects are intended to be completed over a 10+ year period, contingent upon partnerships, funding availability, enrollment trends, program growth, and evolving priorities.

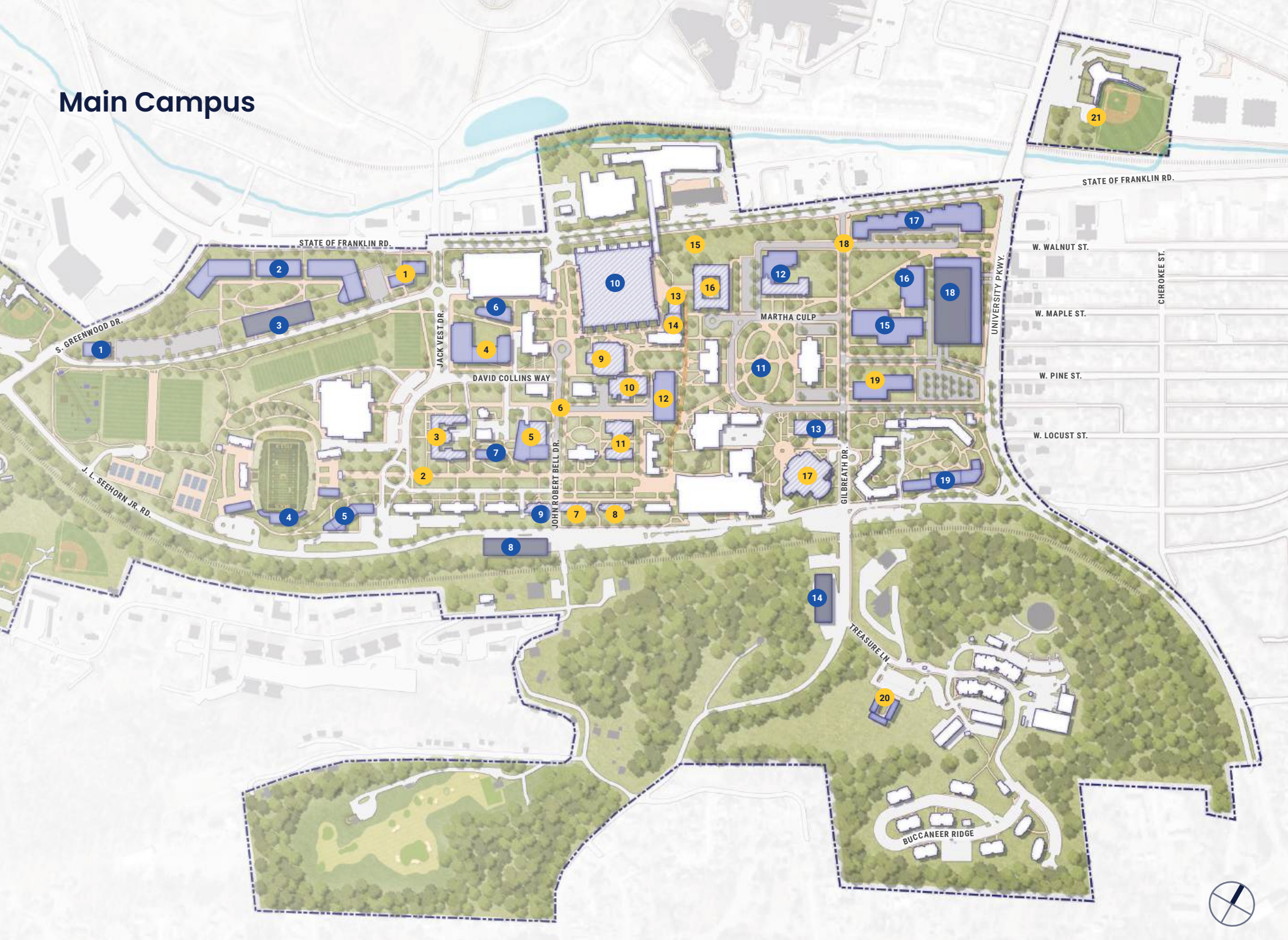
- |  |  |   |  |
|--|--|---|--|
| 1 Relocated Bond Building                  | 6 Academic Option C                                      | 11 Carillon and Alumni Plaza Circulation Enhancements | Academic Option E                              |
| 2 Health Sciences Corridor                 | 7 Ada Earnest Replacement                                | 12 University School Renovation and Addition          | 17 Mixed Use and Graduate Housing              |
| 3 Parking Garage Option A                  | 8 Parking Garage Option B                                | 13 Rogers-Stout Hall Renovation                       | 18 Parking Garage Option D                     |
| 4 William B. Greene, Jr. Stadium Expansion | 9 Renovated Ross Hall                                    | 14 Parking Garage Option C                            | 19 Davis Apartments Demolition and Replacement |
| 5 Residence Hall                           | 10 Ballard Health Athletic Center (Mini-Dome) Renovation | 15 Academic Option D                                  |  |



**Figure 3.**  
"Campus Future" Summary  
of Recommendations



# Main Campus







# | 02

## Campus Analysis

- 34 Campus Analysis
- 34 Main Campus
- 70 Mountain Home VA Campus



# Campus Analysis

The campus analysis provides the foundation for the recommendations and projects presented in the Campus Master Plan. Detailed analysis of data, stakeholder input, and field observations were used to develop an understanding of ETSU's opportunities and critical needs. The information presented in this section provides a basis for prioritizing future investment and campus improvements.

This section explores the existing conditions and key observations on the Main and Mountain Home VA campuses. Topics for analysis include:

- Campus Organization
- Building Age and Condition
- Infrastructure
- Existing Facilities
- Space Utilization
- Enrollment Projections
- Space Needs
- Student Services
- Athletics
- Climate and Topography
- Open Space
- Circulation
- Parking
- Housing and Dining
- Sustainability
- Safety and Security

Detailed information on space, housing, parking, and facility systems can be found in the appendices.

# Main Campus

## Campus Organization

The Main Campus of ETSU is designed with an academic core at its center, surrounded by student life facilities including housing, athletics, and recreation areas.

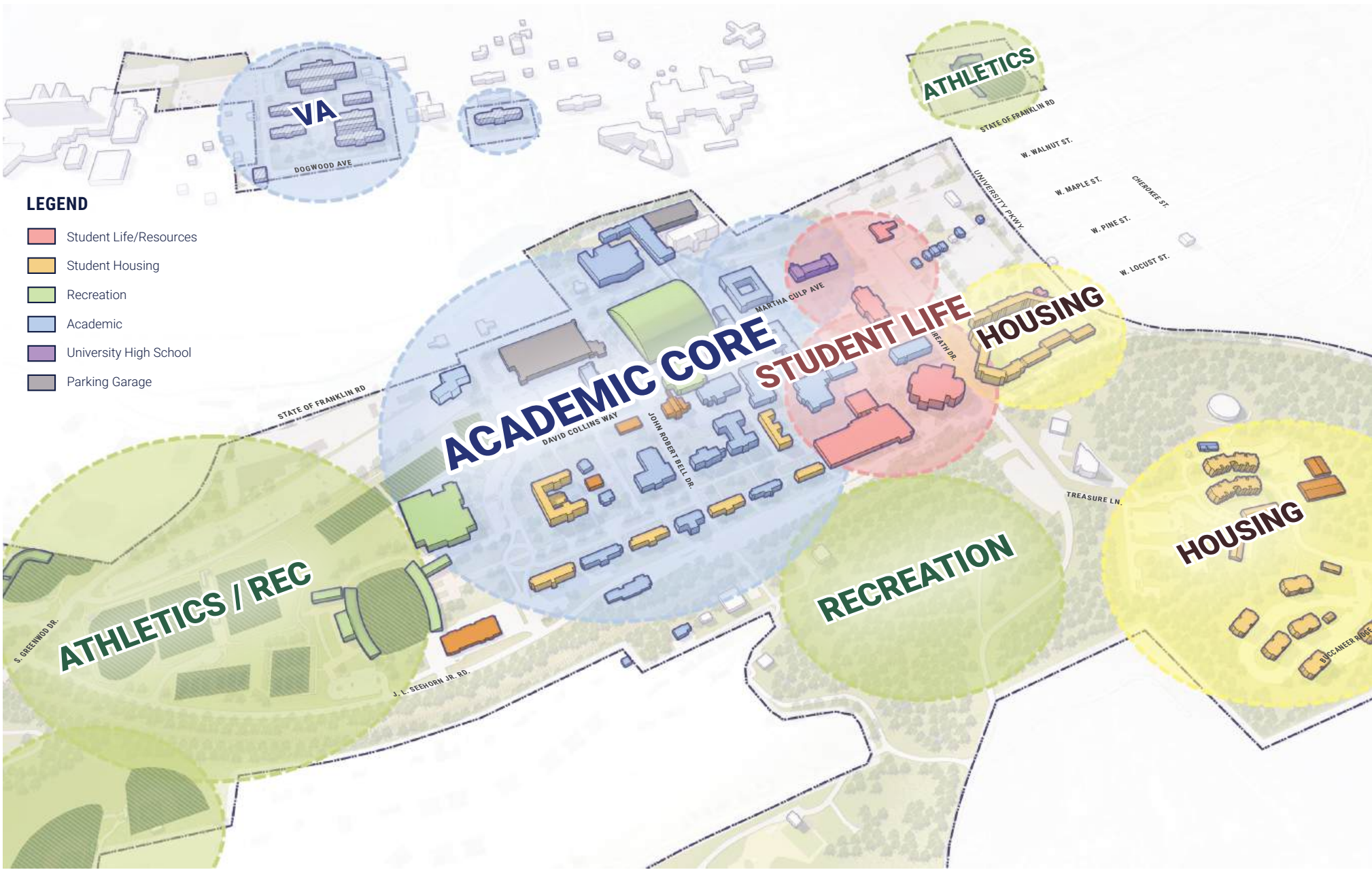
The campus is connected by two main walkways: the open space promenade of the University Commons, which runs from east to west, and the Pride Walk, which runs from north to south.

The transformation of South Dossett Drive has significantly changed the character of the campus, resulting in additional campus activity on the south side of campus adjacent to the D.P. Culp Student Center. The completion of the University Commons transformation will create additional corridor connections across campus, further enhancing campus open spaces and character.

The Campus Master Plan recommends reducing vehicular circulation within the campus core and prioritizing pedestrians through road and streetscape enhancements. The plan also identifies new building locations that support vibrant activity centers and campus neighborhoods. **Figure 4** shows the primary elements and organizing features of the Main Campus.

Additionally, the plan identifies opportunities for activation of campus gateways that enhance connections to the community and potential partners. These opportunities are informed by two guiding principles: 1) to enhance the campus core through continued building enhancements and renovation and 2) to strengthen connections across campus, along campus edges and with the community.

Figure 4. Campus Organization





## Space Analysis and Utilization

The space needs analysis for ETSU was conducted using Tennessee Higher Education Commission (THEC) and alternative space guidelines. This assessment addressed space needs for the Main Campus and the Medical/Mountain Home VA site. The analysis excluded off-campus sites in Allandale/Kingsport and Sevierville.

A detailed space needs analysis was conducted at the departmental level as part of the 2020 Academic Space Master Plan Update. The Fall 2018 term served as the basis for the initial analysis. A 10-year projection also provided future space needs through Fall 2028. To account for post-pandemic changes, an updated analysis was conducted in Fall 2021 to provide a more accurate analysis of current space needs.

Similar to the 2020 report, this analyses identified the current space needs by space type as compared to existing facilities. The findings from this study were used to develop an understanding of space needs and assist with the development of future capital projects.

Two space needs scenarios were modeled:

- For the THEC space allocation analysis, the Fall 2021 semester provided the baseline data for the study. On-ground full-time equivalent (FTE) enrollment, course, staffing, and research data were used as a basis to establish the relative quantities of space needed at the base year. The amount of space required is compared to existing E&G space on the campus to identify surpluses or deficits by space category.

- Due to the generic nature of THEC guidelines for assessing space on a campus, a blended approach that included more contemporary criteria and factors was used to generate a second scenario. Alternative guidelines were developed to fit ongoing trends in higher education and ETSU's strategic initiatives. The space needs calculations were based on guidelines similar to those used in the 2020 Academic Space Master Plan Update and commonly recognized standards based on current trends in higher education.
- The space inventory of the ETSU Main Campus was reviewed as part of the campus master planning process. This study was limited to space assigned to the academic and administrative departments located on the Main Campus in Johnson City. The Main Campus facilities included Eastman Valleybrook and Nave Center. Similar to the previous plan, the University School facility was not included in the analysis.
- As outlined in the 2020 Academic Master Plan study, building support facilities (e.g., mechanical rooms, corridors, etc.), parking structures, residence halls and non-university operations were not included in the ASF calculations.

### Space Types

The space utilization analysis evaluated different space types as detailed in the following sections. The analysis explored space need, utilization, occupancy, quality, and future need. Unique considerations such as post-pandemic hybrid work environments and modernization requirements were also considered. The following pages summarize key takeaways for the eight primary space types identified in this analysis.



### Academic Spaces

Across the Main Campus, there will be a shortage of academic spaces in 2031. Much of the deficit will be generated by a shortage of research laboratories. Additional research laboratories are required to meet the needs of the expanded engineering programs and to support changes in pedagogy stemming from new methods in academic instructional delivery across programs and disciplines. Before determining renovation needs for academic space across campus, additional analysis should be considered given renovation projects currently underway or planned within Brown Hall and the construction of the Integrated Health Services Building. When considering the academic space inventory, the educational adequacy of facilities must be assessed. Changes in learning environments require flexible and modern instructional practices to meet the needs of current students and technology.



### Academic Support Spaces

Academic support space includes spaces across campus that are outside of the academic enterprise but are required to support the institution's mission. Spaces in this designation include offices, library, study spaces, recreation and physical education, student-centered space, assembly and exhibit space, and the physical plant.



### Offices

Based on the space utilization analysis, there is a small surplus of office space on campus. Since the pandemic there has been an evolution of office policies across the county. Trends in the workplace environments, including remote or hybrid work arrangements within some ETSU administrative units, impact office space needs. A reduction of office sizes and policy changes to accommodate new workplace environments and space efficiency should be considered.





### Library/Study Spaces

ETSU's Sherrod Library celebrates its 25-year anniversary in 2024. A surplus was identified in this category; however, library spaces can help facilitate student and faculty interactions between classes and play a significant role in enriching the learning experience. When considering a library transformation, sufficient space should be considered to meet space needs deficits across campus intentionally designating space for specialized seating, whiteboards, and wall-mounted electronic displays.



### Recreation/Physical Education

Recreation and physical education were analyzed separately for the Main Campus, calculating the appropriate guidelines for these spaces based on benchmarks and accepted industry guidelines. ETSU has a current deficit and continued deficit of recreation space for Fall 2031. The Fall 2031 deficit likely results from enrollment growth and the current deficit of 20,412 assignable square feet (ASF) of student recreation space.



### Athletics Spaces

Overall, there is an excess of athletics space on campus, likely due to the ample square footage available in the Ballard Health Athletic Center (Mini-Dome). While the Mini-Dome serves as both academic and athletics space, it is a shared resource. Recent renovations have enhanced the facility and space utilization, but further building updates and modernizations are necessary to meet current needs and ensure the longevity of this valuable campus asset.



### Support Facilities

Support facilities include the facilities across campus required to keep campus operational. Facilities include centralized areas serving campus buildings and units encompassing the entire campus. Although the space deficit has decreased from 30,412 ASF to 23,385 ASF since the completion of the 2020 Academic Space Master Plan Update, a significant deficit remains in the target year. Additional student support services are required on campus. Locations considered to address this deficit were the Sherrod Library and the D.P. Culp Student Center. Both locations are student centered and transformation of these preferred student spaces can provide centrally located and convenient student support.



### Special Use Facilities

Special use facilities includes a variety of space types that do not align with traditional instructional, office, research, support space categories. Although many special use areas or rooms provide service to other areas, their special use or configuration warrants different categorization. Examples include military training, athletic activity, media production, clinical activities (not in a health care setting), demonstration, field activities, and animal and plant shelters. ETSU has a space deficit in this category which contributes to the overall space deficits across campus.



## Existing Facilities

The total assignable square feet (ASF) used for the Fall 2021 Campus Master Plan for the Main Campus was 1.667 million square feet. The largest amount of space was in Offices and Athletics, Physical Education and Recreation space categories (see **Figure 6**). As a comparison, data from 2020 Academic Space Master Plan Update noted a total of 1.617 million square feet of space, a marginal difference of 50,075 ASF compared to Fall 2021 (see **Figure 5**).

During the planning process, ETSU was in the process of implementing several capital projects.

These included:

- Lamb Hall Renovation
- Gilbreath Hall Partial Renovation
- Burleson Hall Partial Renovation
- Construction of new Academic Building
- Demolition of Campus Center Building

Two projects were in the design phase, so detailed facility data was not available.

These included:

- Brown Hall-Phases 1 & 2:  
*Physical Sciences Renovation*
- Integrated Health Services Building:  
*New Construction*

For the purposes of the Campus Master Plan, new, renovated, or demolished spaces were added or subtracted to the existing space in the development of the 10-year space needs analysis.

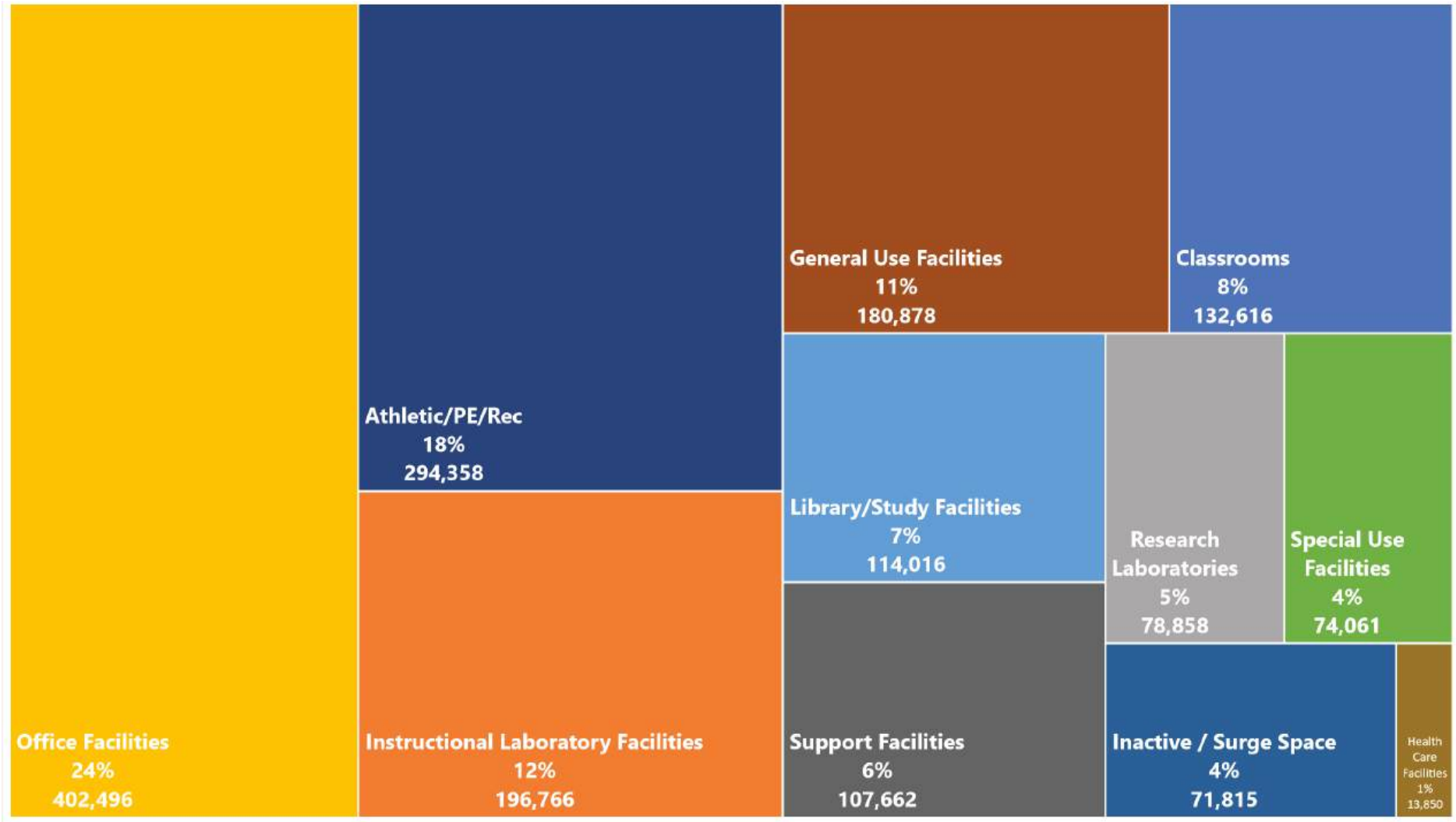
**Figure 5. Main Campus Existing Space by Category  
(Excluding Residential)**

Space Type	<i>Fall 2018 Academic Space Master Plan</i>	<i>Fall 2021 Campus Master Plan</i>
Classrooms	140,122	132,616
Instructional Laboratory Facilities	174,039	196,766
Research Laboratories	77,871	78,858
Office Facilities	429,188	402,496
Library/Study Facilities	115,174	114,016
Special Use Facilities	58,910	74,061
Athletic/PE/Rec	275,671	294,358
General Use Facilities	239,868	180,878
Support Facilities	78,270	107,662
Health Care Facilities	16,571	13,850
Inactive / Surge Space	11,617	71,815
<b>Total ASF</b>	<b>1,617,301</b>	<b>1,667,376</b>

*ASF = Assignable Square Feet*

Note: The 71,815 ASF of inactive and surge space included Lamb Hall, which was under renovation at the time of this study.

**Figure 6. Main Campus Existing Space by Category (Excluding Residential)**





## Space Utilization

A comprehensive utilization analysis was completed as part of the 2020 Academic Space Master Plan Update. The focus of the utilization efforts was to examine the current utilization and determine the number (see **Figure 7** and **Figure 8**) and size of rooms needed to support the enrollment demand. The purpose of the utilization analysis was to understand how efficiently the university was using classroom and laboratory spaces, as compared to the outcomes from Fall 2018.

The utilization analysis was completed using two primary data sets supplied by ETSU: facilities and course data.

Similar to the 2020 Academic Space Master Plan Update, three key metrics were used to measure utilization:

- **Weekly Room Hours (WRH):** The number of hours (averaged over the semester) that classrooms and laboratories were being used for scheduled instruction.
- **Seat Fill or Station Occupancy:** The average percentage of seats filled or stations occupied during scheduled use.
- **Average ASF per Station:** This equates to assignable square feet (ASF) of space per student station or seat. It is calculated by dividing the size of the room by the number of stations.

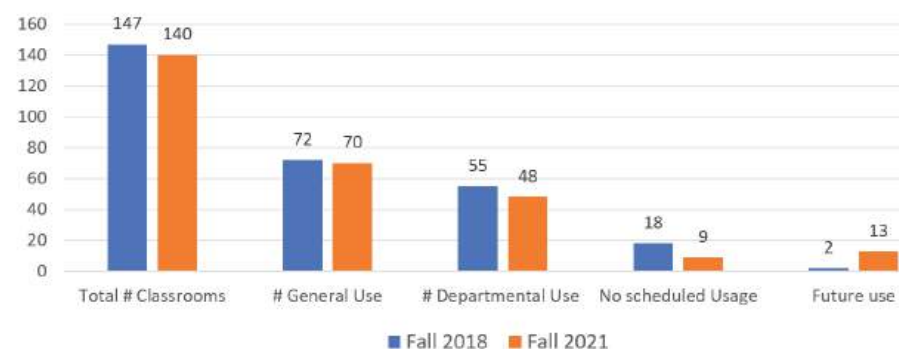
High-level classroom and laboratory utilization results between Fall 2018 and Fall 2021 were similar, indicating that the ETSU continues to utilize instructional spaces at or below established THEC guidelines. While the impact of the global pandemic may have delayed progress on initiatives to optimize space, the Campus Master Plan provides an opportunity to revisit planning assumptions. A summary of the analysis and findings follows, the comprehensive details can be found in the appendices of this report.

The 2020 Academic Master Plan provided multiple recommendations to improve utilization reporting. Similar to past studies, the Fall 2021 facility data required room use code updates to reflect new room uses.

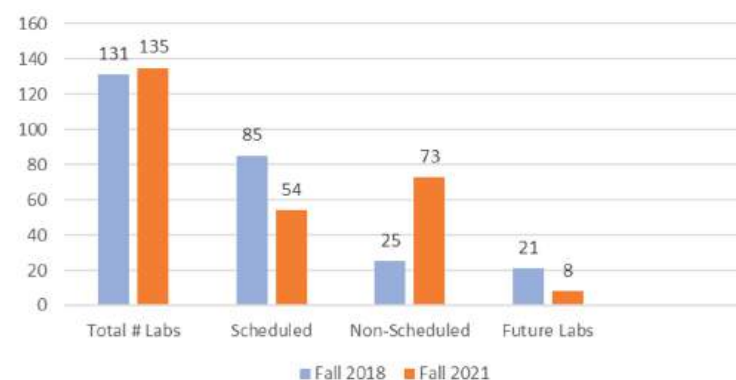
As noted in Figure 8, the number of teaching laboratories without scheduled use code has increased dramatically since Fall 2018. The Campus Master Plan recommends the development of space policies that require the reporting of all scheduled instructional activity in university-owned space.

In line with the 2020 Academic Space Master Plan recommendations to achieve classroom utilization goals, the Campus Master Plan continues to recommend that a review of the current processes in scheduling classroom and labs should be undertaken. Consideration during these deliberations should be for the creation of a more centralized scheduling process, including central scheduling of all classrooms and priority scheduling preferences for departments with dedicated usage of certain labs.

**Figure 7. Number of Classrooms in the Analysis**



**Figure 8. Number of Teaching Laboratories**



## Enrollment Projections

ETSU is projecting modest enrollment growth in the 10-year horizon of the Campus Master Plan. Through 2031, ETSU has a projected Main Campus growth of 31.5%, from 6,816 on-ground FTE in Fall 2021 to 8,965 on-ground FTE by Fall 2031. In total, on-ground FTE at all sites and locations is projected to increase 27.1%, from Fall 2021 of 8,294 on-ground FTE to 10,545 on-ground FTE by Fall 2031 (See **Figure 10**).

As ETSU advances its priority Health Sciences mission, the Quillen College of Medicine and Gatton College of Pharmacy cohorts are projected to increase an additional 100 students.

**Figure 9. Main Campus Enrollment Assumptions by College Unit**

College	2020 Academic Space Master Plan		
	Actual On Ground FTE- Fall 2018	FTE- Projected Fall 2028	Planned % Change (2018-2028)
College of Arts and Sciences	4,552	5,201	14.3%
College of Business and Technology	1,602	1,897	18.4%
Clemmer College of Education and Human Dev.	620	674	8.7%
College of Health Sciences	451	682	51.2%
College of Nursing	561	600	7.0%
College of Public Health	592	790	33.4%
Total	8,378	9,844	17.5%

Growth in the enrollment of graduate and international students is planned, as well as growth in engineering programs across campus.

The enrollment increase is based on university initiatives for improving recruitment and retention or college/department efforts for stabilizing or increasing enrollments through new program initiatives.

ETSU is in the process of implementing a 10-year Strategic Plan intended to enhance and improve enrollment and student success. While the Strategic Plan is focused on recruiting new undergraduate students, new transfer students, and new graduate students, ETSU understands the need to offer opportunities that appeal to a full spectrum of non-traditional students.

ETSU's expanded recruitment area continues to see increases in applications from both in-state and out-of-state students. An additional strategy impacting enrollment increases is related to dual enrollment in local market areas. Multiple strategies, coupled with increased student retention, are anticipated to yield larger classes in all years and should allow the university to reach the enrollment targets (see **Figure 9**).

Overall, enrollment projections assume relatively stable college enrollment patterns, trends in graduation, and some return to on-ground teaching, with continued growth in online instruction.

**Figure 10. On Ground FTE By Campus / Site**

Campus/Site	Actual Fall 2021	Actual Fall 2022	Projected Fall 2023 MC	Projected Fall 2024 MC	Projected Fall 2025 MC	Projected Fall 2026 MC	Projected Fall 2027 LR	Projected Fall 2028 LR	Projected Fall 2029 LR	Projected Fall 2030 LR	Projected Fall 2031 LR
Main Campus	6,816	6,629	7,048	7,324	7,527	7,634	7,960	8,206	8,455	8,709	8,965
Medicine/Pharmacy	846	789	842	859	871	876	895	909	922	936	950
Sevier County/Kingsport/Other Sites	632	379	400	432	455	469	508	537	568	598	630
Total On-Ground FTE	8,294	7,797									
Projected On-Ground FTE			8,290	8,615	8,853	8,979	9,363	9,652	9,945	10,243	10,545
Projected Not On-Ground FTE	3427	3877	3,812	3,962	4,071	4,129	4,306	4,438	4,573	4,710	4,849
Total FTE	11,721	11,674	12,102	12,577	12,924	13,108	13,669	14,090	14,518	14,953	15,394



## Space Needs Summary

Summarizing the guideline space needs analysis, the 18 space categories included in the analysis (excluding inactive and surge space) generated an overall space surplus of 34,767 ASF for Fall 2031 (see **Figure 11**).

The outcomes indicate that ETSU has sufficient space to accommodate students and staff in most space categories. In some cases, planned space deficits could be offset by surpluses in other space categories, including classrooms and lounge spaces. As some spaces and buildings may be more suitable for repurposing than others, a more detailed review of utilization and suitability is warranted before decisions are made at the building or room level.

### Space Needs by Space Type

The adjacent table (**Figure 11**) summarizes calculated Fall 2031 space needs compared to the future existing ASF by space category using modified or alternative guidelines that were more uniquely suited to current trends and ETSU operations. Space guidelines from the 2020 Academic Space Master Plan Update were also reviewed for relevancy. In several cases, the outcomes align with THEC's approach, but there are some deviations. The Fall 2031 results presented in this table are the recommendations of the planning team.

As a comparison, results from Fall 2028, as contained in the 2020 Academic Space Master Plan Update, were included for review. At a high level, the outcomes indicate that the 138,049 ASF deficit of space projected for Fall 2028 is no longer viable. Given revised enrollment projections, the space needs analysis generated a small surplus of space by Fall 2031 based on current planning assumptions.

It is important to consider that ETSU will need the space surplus to accommodate projected program growth and specialized space needs, including labs, classrooms and special use spaces.

**Figure 11. Main Campus Space Needs Analysis by Space Type (Excluding Residential)**

*Fall 2031 with Comparison to 2020 Academic Master Plan*

Space Type	2020 Academic Space Master Plan			Campus Master Plan		
	Fall 2028			Fall 2031		
	Existing ASF	Guideline ASF	Surplus (Deficit)	Existing ASF	Guideline ASF	Surplus (Deficit)
Classrooms	140,122	124,755	15,367	134,497	113,856	20,642
Instructional Labs	174,039	244,905	(70,866)	236,614	242,055	(5,441)
Research Laboratories	77,871	114,333	(36,462)	81,725	107,580	(25,855)
Offices	429,188	446,362	(17,174)	403,436	403,425	11
Library/Study	115,174	121,837	(6,663)	124,257	112,063	12,195
Special Use Facilities	58,910	86,386	(27,476)	55,360	77,996	(22,636)
Athletics/PE/Recreation						
Athletics	182,508	129,537	52,971	216,506	125,510	90,996
Student Recreation	70,988	91,400	(20,412)	65,637	84,271	(18,634)
Physical Education	3,979	1,345	2,634	4,412	2,690	1,723
Other General Use Space	17,303	17,106	197	15,388	15,241	148
Assembly and Exhibition Space	90,434	90,061	373	75,949	85,168	(9,219)
Food Facilities	44,056	45,728	(1,672)	56,712	49,308	7,405
Lounge Space	33,163	24,720	8,443	36,138	22,413	13,726
Merchandising Space	17,096	12,610	4,486	15,055	11,655	3,401
Recreation	18,196	26,765	(8,569)	20,492	24,206	(3,714)
Meeting Rooms	37,816	41,886	(4,070)	33,566	38,550	(4,984)
Support Facilities	78,270	108,682	(30,412)	75,230	98,615	(23,385)
Health Care Facilities	16,571	16,322	249	13,630	15,241	(1,611)
Inactive Space	1,007	-	1,007	-	-	-
Surge Space	10,610	10,610	-	13,861	13,861	-
<b>Subtotal E&amp;G</b>	<b>936,394</b>	<b>1,052,192</b>	<b>(115,798)</b>	<b>980,529</b>	<b>978,978</b>	<b>1,551</b>
<b>Total ASF</b>	<b>1,617,301</b>	<b>1,755,350</b>	<b>1,598,247</b>	<b>1,678,465</b>	<b>1,643,698</b>	<b>34,767</b>

ASF = Assignable Square Feet

## Space Needs: Classrooms

The THEC model is based on guidelines of 30 weekly room hours (WRH) and 60% student station occupancy (SSO) for scheduled use for an instructional week of 7 a.m. to 5 p.m - Monday through Friday. The THEC average ASF per station varies based on the number of student stations. The analysis for the Campus Master Plan used 30 WRH and 65% SSO, with a static 22 ASF/Station, allowing greater flexibility for teaching modalities in all classrooms. Larger station sizes provide more flexibility in the learning environment and are more suitable for modern instructional practices. This generated a total need of 113,856 ASF for Fall 2031.

## Space Needs: Instructional Labs - Class Laboratories/Studios

The THEC calculation of the class laboratory space is based on utilization factors and ASF modules appropriate to each discipline. The THEC teaching lab utilization goals used in the analysis include a range between 15 and 20 weekly room hours of scheduled use and, when in use, 75% to 80% of the stations are occupied for a daytime utilization period from 8 AM until 5 PM. The analysis for the Campus Master Plan lab calculations/formulas were modified to reflect current instructional requirements of 20 WRH and 80% SSA. It should be noted that the utilization study identified multiple labs with no utilization. Labs that did not generate sufficient weekly student contact hours to calculate a functional lab were provided a minimum square foot allowance as the activity and use of these labs was unknown.

## Space Needs: Instructional Labs - Open Labs

The THEC model allocates 5 ASF per on-ground student FTE in the calculation of open labs space. In comparison to other state guidelines, this metric is within the upper limits in calculating space needs. The Campus Plan recommendation applied a reduced factor of 4.25 ASF/FTE as institutions reduce the number of general open computer labs based on declining demand. Students bring tablets and laptops to campus, negating a need for large open computer common areas. At the same time, many of these open labs are converted into maker spaces or open study rooms. The methodology for all instructional labs generated a need for 242,055 ASF for Fall 2031, a deficit of 5,441 ASF when compared to existing space. Much of this space deficit was generated for new labs as part of expanded engineering programs.

## Space Needs: Research and Special Laboratories

THEC provides two methodologies to calculate research space needs. The first is based on expenditures, while the second is based on research staffing FTE. The second method generates an allocation of space for those personnel engaged in lab-based research. Total R&D expenditures were projected for Fall 2031 based on ETSU strategic initiatives of doubling research activity over a 10-year period. The consultant's methodology generated a need for 107,580 ASF. Based on expenditures per NASF, ETSU is on the lower end of the spectrum, with \$100 per ASF, suggesting that existing research space could be used more efficiently. The consultant's methodology also reflects trends toward more interdisciplinary research and the use of shared common space among disciplines.



## Space Needs: Offices

THEC Office space needs require identification of all personnel requiring office space, private or shared, and applying a uniform set of office guidelines prescribed by THEC to the appropriate position type. A factor of 30% of the calculated office need is applied to determine office service space needs for all positions. This model also incorporates office space for research related activities. The methodology used reflects recent trends in the workplace environments, including remote or hybrid work arrangements for some administrative units, a reduction of office sizes and accommodation for new workplace environments. Modern office spaces allow for a variety of different work environments. Office facilities can include places for quiet work, places for collaboration, and places for socialization. In newer buildings, employees may have the freedom to work anywhere in the “office” that suits them. This suggests that one day they occupy a touchdown space, the next day they work in an enclosed office for privacy, and the next day they work on a couch in an open area.

Like THEC guidelines, space was allocated based on different positions, with 30% of the calculated office need applied to determine office service space needs across all positions. Supplemental office support space above the normal office service allocation was assumed in the 30% allocation for adjuncts, graduate students and other part-time workers as these positions typically use modular open offices or touchdown spaces. The consultant’s approach generated a total need of 403,425 ASF for Fall 2031.

## Space Needs: Library and Study Space

THEC guidelines include library stack space based on the reported collections that are converted to bound volume equivalents. The calculation for study space assumes 25% of the on-campus FTE students require seating at any one time. A reduced rate of 5% is used for off-campus and online FTE students. Station sizes vary depending on the type of seating. An allocation of 12.5% of the aggregated calculated need for reading/study and stack spaces is used to determine the technical services space needs. Most office space needs for the library are calculated based on the number of staff requiring office space. However, it is assumed that workstations for Technical Services staff are accommodated through the Technical Services formula criteria. The consultants guideline used a similar methodology and space metrics for calculating traditional library space, with a few exceptions. Differences reflect trends in libraries as they reduce physical volumes and migrate towaRd digital resources. The guidelines also acknowledge growth of flexible collaboration, study, and social spaces outside of a formal library. These spaces can help facilitate student and faculty interactions between classes and play a significant role in enriching the learning experience. In newer buildings, these spaces are intentionally designed, and may include specialized seating, whiteboaRds, or wall-mounted electronic displays. The consultant’s guideline generated a total of 112,063 ASF for Fall 2031.

## Space Needs: Recreation and Physical Education

The THEC calculation for physical education space applies a minimum of 68,000 ASF plus 11 ASF per FTE on-ground student. The consultant's methodology uses a similar ASF per FTE factor. As THEC guidelines exclude non-Educational and General (E&G) spaces, Campus Recreation and Intercollegiate Athletics, most of the Facility Inventory and Classification Manual (FICM) 52x room use codes are not included in the existing space total. The consultant analyzed Athletics, Physical Education, and Recreation separately for the main campus. The consultant calculated the appropriate guidelines for these spaces based on benchmarks and accepted industry

## Space Needs: Other Space Categories

The consultant's applied alternative guidelines to additional space categories to provide a comprehensive assessment of space needs on the Main Campus. As the THEC space planning guidelines do not address these space types, no comparisons are possible. A detailed description of these space categories is provided in the 2020 Academic Space Master Plan and will not be replicated in this report. Application of the consultant's guidelines suggests that Special Use Facilities, Assembly and Exhibition Space, and Support Facilities categories generated meaningful space deficits when compared to existing space. Moderate space surpluses were generated in Food Facilities, Meeting Rooms, and Lounge Space. While the other space categories generated minor deficits or surpluses of space, the outcomes are minor and the space in that category is in relative balance.







## Space Needs Outcomes

The space needs calculations, as prescribed by the THEC methodology, are summarized in Figure 12 and are contrasted with the outcomes from the 2020 Academic Space Master Plan, which used Fall 2018 as the base year. It should be noted that the THEC allocation model is only applied for estimating an institution's current space needs. As such, no projected needs were addressed as applying THEC methodology to the estimation of a future space need scenario. This analysis was developed by a data-driven modeling process based on a "snapshot in time" of conditions and factors on the ETSU campus during the Fall 2021 semester. While conditions continuously changed during the study, this snapshot provided a reasonable baseline for conducting the assessment. The study was a quantitative analysis only and included all academic and administrative E&G space, per the specifications in the THEC space allocation guidelines. Figure 12 provides the space needs overview as well as comparisons for Fall 2018. Comparing THEC space guidelines with existing E&G space, surpluses were generated in five of the seven space categories for Fall 2021. As noted in **Figure 12**, on-ground enrollment and total FTE declined over the three-year period, effectively reducing the overall need for space in most categories.

**Figure 12. THEC Space Allocation Guidelines - Fall 2018 and Fall 2021**

### ETSU Main Campus

Enrollment	Fall 2018: Academic Space Master Plan			Fall 2021 Campus Master Plan		
On-Ground Enrollment	8,378			6,816		
Online	2,556			3,468		
Total FTE	10,934			10,284		
Living on Campus	2,776			2,962		
THEC Space Allocation	Fall 2018 Guideline ASF	Fall 2018 Existing Space	Fall 2018 Surplus or (Deficit)	Fall 2021 Guideline ASF	Fall 2021 Existing Space	Fall 2021 Surplus or (Deficit)
Classrooms	94,950	140,122	45,172	82,920	127,416	44,496
Class Lab/ Studio	168,864	139,750	(29,114)	108,194	137,135	28,941
Open Lab	41,890	34,289	(7,601)	34,080	59,132	25,052
Research	81,085	77,871	(3,214)	80,071	76,428	(3,643)
Office	349,912	396,977	47,065	335,310	368,010	32,700
Library / Study	89,184	118,379	29,195	91,348	110,814	19,466
<b>Subtotal</b>	<b>825,885</b>	<b>907,388</b>	<b>81,503</b>	<b>731,923</b>	<b>878,935</b>	<b>147,012</b>
Physical Education	160,158	3,979	(156,179)	142,976	4,412	(138,564)
<b>Total THEC E&amp;G ASF</b>	<b>986,043</b>	<b>911,367</b>	<b>(74,676)</b>	<b>874,899</b>	<b>883,347</b>	<b>8,448</b>
Lamb Hall (Under Renovation)				57,954		

As much of the existing space in room use codes 520, 523, and 525 is dedicated to auxiliary units (i.e., Athletics, Housing, Recreation), existing E&G space was minimal in the physical education/ recreation space category. Application of the THEC guideline generated 142,976 ASF, a deficit of 138,564 ASF, in this category for Fall 2021. It is the consultant's opinion that the THEC model over-generates E&G space in this space category. As a result, outcomes should be interpreted with caution.





## Building Age and Condition

As part of the Campus Master Plan Analysis, a detailed assessment was conducted on five campus buildings to evaluate their condition. The evaluation reviewed each building's general appearance, overall impression, exterior materials, interior finishes, and mechanical systems during the summer of 2023.

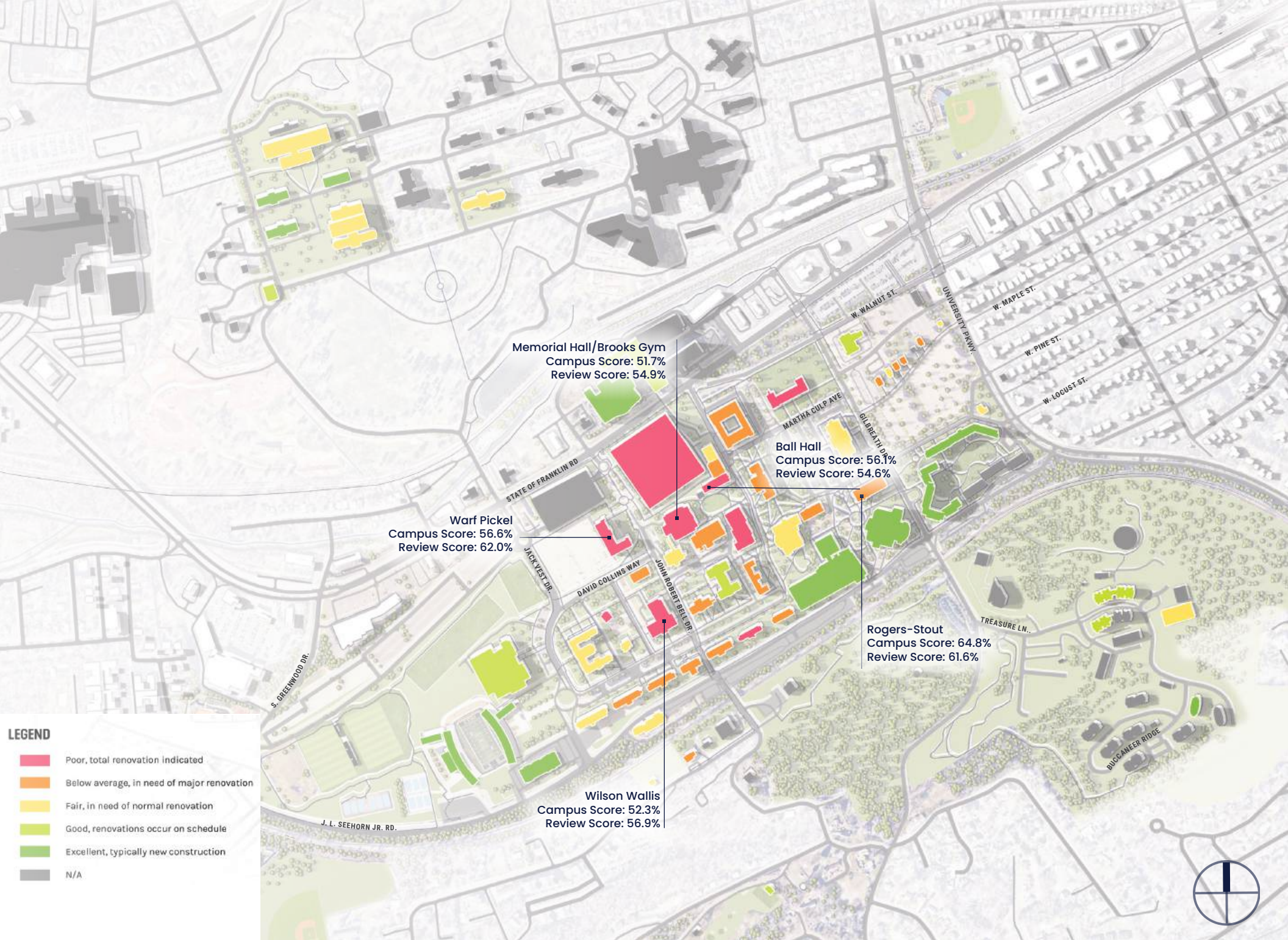
The comprehensive assessment focused on campus facilities that were previously identified as being in poor condition and in need of total renovation. The evaluation encompassed several key structures, including Brooks Hall, Ball Hall, Rogers-Stout Hall, Sam Wilson Hall, Wilson-Wallis Hall and Warf-Pickel Hall. The building assessment provides supplemental information to the university's existing facilities condition inventory for use in capital planning projects and prioritization of learning environment modernization.

The assessment generally concluded that the subject buildings require renovation to meet current modern educational adequacy expectations and to address all deferred maintenance issues. No buildings were recommended for demolition; however, extensive renovations are required to maintain the life of the asset. The Campus Master Plan recommends renovations to multiple buildings across campus to meet current and future needs.

### Facility Condition Index

Score	Description
10%	Failed system, immediate replacement needed
20%	Barely functioning, causing other damage, near-term replacement required
30%	Low function, serious code / safety problems, and replacement required
40%	Limited function / reliability and replacement required
50%	Partially function, but ineffective / inappropriate, needs mid-term (5-10 years) replacement
60%	System salvagable, major upgrade or significant replacement of components required
70%	Upgrade required, replacement of components
80%	Repair work required, possibly requiring engineering
90%	Minor repair work required, probably campus maintenance
100%	The "basis rating" if no deficiencies exist





Memorial Hall/Brooks Gym  
Campus Score: 51.7%  
Review Score: 54.9%

Ball Hall  
Campus Score: 56.1%  
Review Score: 54.6%

Warf Pickel  
Campus Score: 56.6%  
Review Score: 62.0%

Rogers-Stout  
Campus Score: 64.8%  
Review Score: 61.6%

Wilson Wallis  
Campus Score: 52.3%  
Review Score: 56.9%

**LEGEND**

- Poor, total renovation indicated
- Below average, in need of major renovation
- Fair, in need of normal renovation
- Good, renovations occur on schedule
- Excellent, typically new construction
- N/A





## Infrastructure

### Chilled Water

The majority of buildings on the Main Campus utilize central plant chilled water to condition their building. The only exceptions are the dorms located on South Dossett Drive. The campus distribution network consists of a north and south loop relative to their position from the Clack Building. The south loop serves the east portion of campus to Governors Hall and Burgin Dossett Hall with the ability to serve Davis Apartments. The north loop serves the west portion of campus to Lucille Clement Hall. Impacts to the central plant vary for short- and long-term recommendations. Additional pump capacity and distribution network upgrades require evaluation when new building construction is anticipated.

### Natural Gas

The Main Campus utilizes gas lines that are serviced and maintained by Atmos Energy utility lines. The center and western end of campus is fed from a 4-inch high-pressure gas main routed from State of Franklin Road and up John Robert Bell Drive. The eastern portion of campus is fed from multiple 2-inch high-pressure mains, one from State of Franklin Road, two from University Parkway, and one from J.L. Seehorn Jr. Road. The campus lines are rated for up to 60 pounds of pressure but the allowable operating pressure is to be determined by Atmos Energy. Any modifications or additions would need to be handled directly with Atmos Energy, who indicated there was adequate capacity on campus for adding load.

### Sanitary Sewer

The Main Campus utilizes multiple sanitary sewer mains that are integrated into the local Johnson City utility infrastructure. ETSU is responsible for maintaining all campus lines from the buildings to connections with Johnson City. Coordination with Johnson City is required for modifications to sanitary sewer mains. There are currently no sanitary sewer capacity concerns, with the Campus Master Plan recommending short- or long-term building renovations or addition projects.

### Water Utility

ETSU has most water delivered to campus through a central meter for utility billing before distributing it across campus through private lines to individual buildings. Buildings have meters to monitor domestic water usage for the university. State of Franklin Road has a 12-inch main that is available to provide any water needs not capable of being met by the existing campus water system. Short-term projects will have limited impact on water usage or additional increase to water line sizing. Implementation of long-term projects, including building relocation, building additions, and stadium expansion, will result in noticeable impact on the campus water capacity.

## Steam Utility

A majority of buildings on the Main Campus utilize steam for the generation of domestic hot water and/or building heat. Campus steam has two main distribution loops, east and west, relative to their position from the central steam boiler plant. The boiler plant has an estimated maximum capacity of 160,000 lbs/hr of 100 PSI steam, with one third to one half of this considered as reserve capacity in the event of boiler failure. Historical data shows that maximum usage of steam has been 45,000 lbs/hr for the entire campus. Short-term projects will have limited impact on steam demand. Implementation of long-term projects, including building relocation, building additions, new residence halls, and stadium expansion, will result in the need to expand the steam distribution network.

## Electrical Utility

Almost all of the buildings on the Main Campus utilize power from the primary campus existing 15kV power system. This system is a mixture of overhead and underground lines. The system currently consists of two circuits configured in an east-west loop configuration with provisions for a third circuit recently being added along the Go Bucs Trail. These two circuits make up a basic east-west loop system respectively, near the Clack Building chiller plant. Recent upgrades have been made to the system, including the installation of a new future third circuit along the north edge of Parking Lot 22A near the Go Bucs Trail. The system is entirely owned by ETSU but is fully maintained by BrightRidge, the local electrical utility for Johnson City. Short- and long-term projects recommended in the Campus Master Plan will have little to no impact on the campus electrical capacity with the implementation of more energy-efficient building systems.

## Outside Plant Communications

The campus OIT/Communications system is primarily a campus, provided and, managed system. The main hub is located at the campus Data Center on Beller Drive. Both fiber optic (data) and copper (voice) circuits originate from this facility and expand throughout campus. The campus also has a fiber optic network for fire alarm monitoring that is routed throughout campus utilizing the same duct bank system. Short- and long-term projects recommended in the Campus Master Plan will significantly impact ITS/Communications at ETSU. Continuing ETSU's efforts to rework circuits will improve systems; however, campus development and expansion will likely require a future east campus data center.







## Student Services

Student services play a pivotal role in shaping the educational journey for students at ETSU and contribute to attraction, retention, and ultimate success. Encompassing 23 distinct divisions, student services contribute to the holistic well-being and growth of the student community, including residential life, student experience, support services, disability services, programs, engagement, the Multicultural Center and career planning and placement. ETSU's commitment to student success extends beyond the classroom. **Figure 13** highlights key student services and their relation to other Main Campus features.

By strategically investing in the following priorities and connecting resources across campus, ETSU can establish an environment where all students thrive and achieve their full potential.

**Graduate and Undergraduate Housing** are critical to enrollment and provide supportive living environments that enhance the student's overall experience.

**Greek Life:** Investing in Greek organizations creates opportunities for leadership, networking, and alumni engagement.

**The Student Health Center** serves as a cornerstone for physical and mental well-being. Providing accessible health care resources is essential for student success.

**Recreational Opportunities:** From fitness centers to outdoor activities, active engagement contributes to a healthy and balanced student experience.

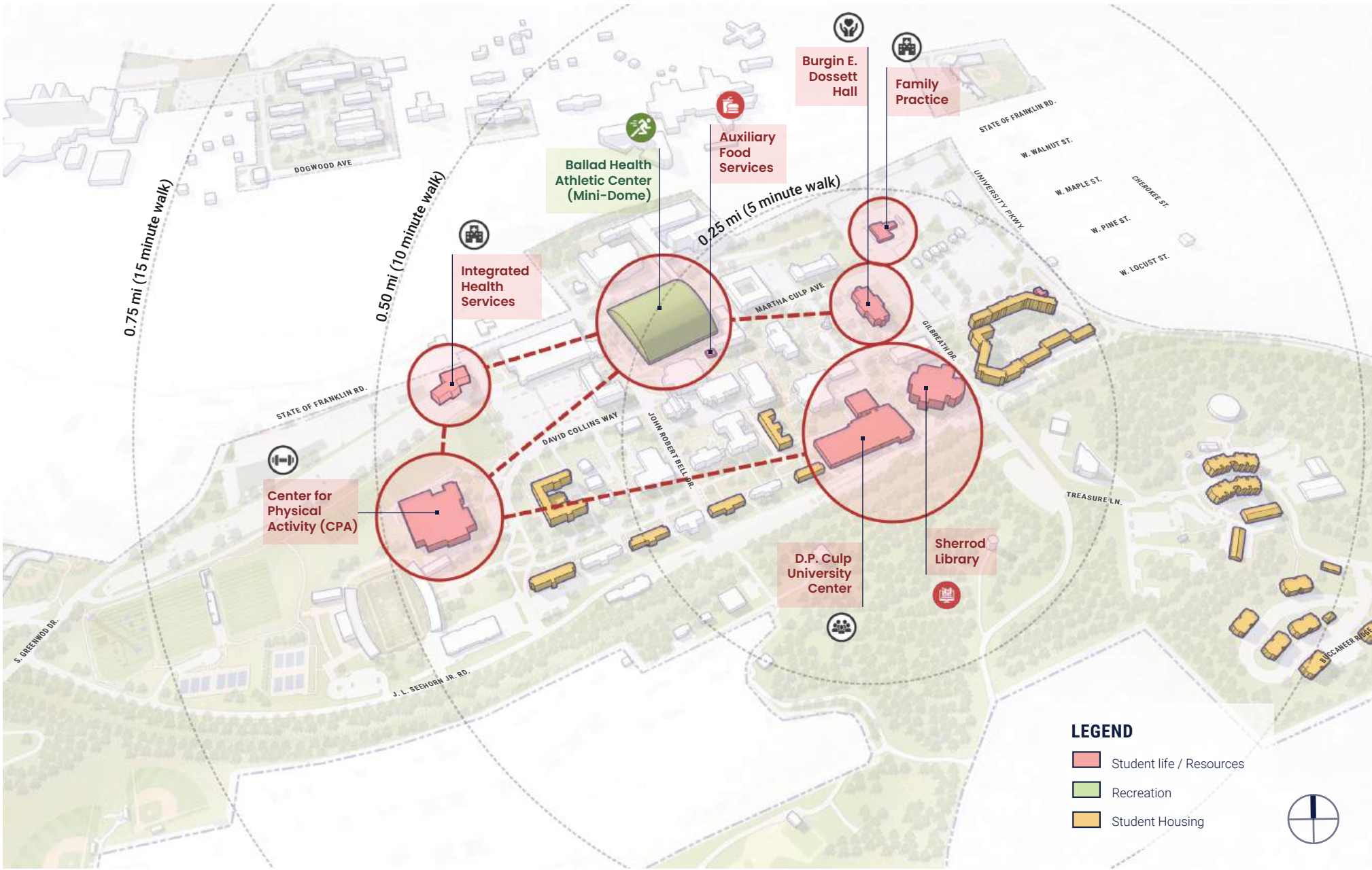
**Student Organizations and Clubs** provide opportunities for groups across campus fostering camaraderie, skill development, and community involvement.

**Counseling and Mental Health Services** are important to student well-being. Ensuring they have access to the support they need is vital.

**A Primary Hub for Student Services** streamlines student access to resources. Whether academic, personal, or career-related, students require support.



Figure 13. Main Campus Student Services







## Athletics

“Be GREAT” is the foundation of ETSU’s core values supporting student-athletes. Athletics enriches the student experience and aligns with the mission and guiding principles across campus and the academic enterprise.

Building on the achievements of the Campus Master Plan Update 2014, ETSU remains dedicated to enhancing its on-campus NCAA Division I level facilities. As ETSU continues to strive to recruit more student athletes, there is a need for additional state-of-the-art training and support facilities.

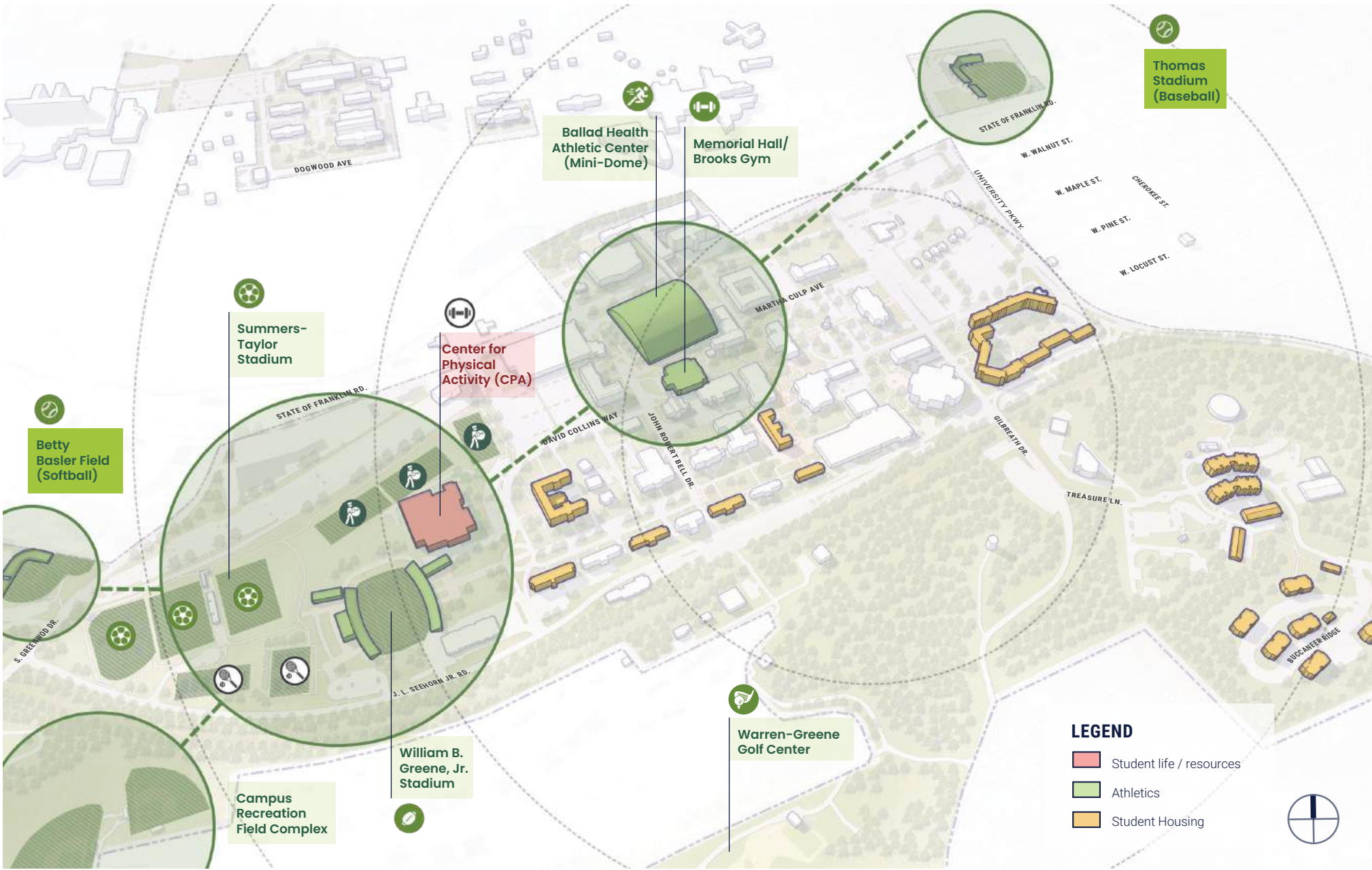
The recommendations of the Campus Master Plan serve as the strategic road map to advance ETSU’s commitment to recruitment of top student athletes, the entertainment of fans, and enhancing the student experience. To achieve these goals, ETSU is committed to providing excellent facilities and the Campus Master Plan provides recommendation for the investment in athletic facility renovations across campus.

### William B. Greene, Jr. Stadium

The recent construction of the William B. Greene, Jr. Stadium has significantly elevated the spectator experience and deepened student engagement in competitive athletics. Building upon the success of these improvements, the Campus Master Plan recommends an expansion project for the south end zone, including luxury seating, auxiliary locker rooms, enhanced restrooms, and storage solutions. The expansion will introduce additional luxury seating options with premium views and elevated game-day experience; locker rooms will support ETSU athletes and visiting teams; additional bathrooms will meet current and future facility needs; and dedicated storage for equipment and gameday supplies will enhance operations.



Figure 14. Main Campus Athletics





### **Ballad Health Athletic Center (Mini-Dome)**

The Ballad Health Athletic Center (Mini-Dome) is a prominent fixture in Johnson City and on campus. The Mini-Dome serves a multi-faceted role in the campus framework. As an epicenter of activity, the Mini-Dome hosts a diverse range of events, including instruction, competitive athletics, marching band performances, convocation, and special campus functions. To breathe life into the Mini-Dome, the Campus Master Plan recommends renovations throughout the building, including locker rooms, restrooms, offices, support spaces, and training facilities. Renovations to modernize facilities and upgrade and optimize space will extend the life of the critically important and iconic campus building.

### **Warren-Greene Golf Center**

The Warren-Greene Golf Center is home to ETSU's competitive golf team. Situated adjacent to the Harry D. Powell Observatory, the Golf Center is in a picturesque setting overlooking ETSU's campus and provides a clubhouse and training facilities for the men's and women's golf teams. Named in honor of longtime ETSU men's golf coach Fred Warren and ETSU Golf supporter William B. Greene, Jr., the 14-acre site includes a 3,000 square foot clubhouse for offices, meeting rooms, hitting bays and an observation deck. Contingent on private funding, the Campus Master Plan recommends expansion of the clubhouse to provide additional indoor strength and conditioning training space, expanded offices, and equipment storage.

### **Thomas Baseball Stadium**

The Thomas Baseball Stadium, inaugurated in 2013, seats 1,000 spectators. The facilities upgrades provide a unique spectator experience and have been pivotal in recruiting top talent, but fall short in additional training space and locker rooms. The Campus Master Plan recommends strategic investment in batting cages and locker rooms and identifies acquisition opportunities to expand the stadium's footprint and presence adjacent to campus.

### **Softball Stadium**

The Softball Stadium anchors the western edge of campus. The Campus Master Plan recommends upgrades to support facilities, including locker rooms, auxiliary practice and training facilities, and scoreboard upgrades.

### **Memorial Hall/Brooks Gymnasium**

Memorial Hall/Brooks Gymnasium, centrally located on campus, serves as a versatile space for various academic, training, performance, and competitive athletic purposes. The Campus Master Plan recommends renovations throughout the facility to enhance the spectator experience, improve training facilities, and modernize academic spaces. Recommendations also include utilizing all available space efficiently, specifically renovations to the decommissioned pool, which presents an opportunity to optimize student activity in the center of campus.

### **Freedom Hall Civic Center**

Freedom Hall Civic Center serves as a versatile event space and home to the Men's Basketball program. In collaboration with Johnson City, the Freedom Hall Civic Center provides expanded event space and enhanced spectator experience. ETSU should consider a partnership with the Johnson City to construct a new or updated facility that will serve the university and the region.







## Climate and Topography

Nestled in the heart of the Buffalo Ridge Mountains, ETSU's Main Campus is a blend of natural beauty and academic pursuit. The confluence of Brush Creek and Cherokee Creek weaves through the campus, overflowing on occasion.

The campus's topography varies by 400 to 500 feet, offering breathtaking views that span across Johnson City. These elevations, along with the undulating hills, create panoramic vistas. It is a setting that celebrates the spirit of outdoor enthusiasts.

The climate provides warm, humid summers and mild winters, allowing students to immerse themselves in the outdoors throughout the year. The university is a beacon for those who cherish the great outdoors, providing access to nature and fostering a culture of climate resilience.

The Campus Master Plan is a testament to ETSU's commitment to sustainability and resilience. It advocates for the cultivation of sustainable landscapes that not only complement the regional climate and topography, but also reinforce the university's dedication to ecological stewardship. Through these efforts, ETSU aims to weave resilience into the very fabric of its campus systems, ensuring a legacy that honors both its natural and academic heritage.



### ◀ NATURAL HERITAGE

One of ETSU's most cherished attributes is its proximity to the mountains and natural features of East Tennessee. The topography and unique setting is an important component of the campus experience.

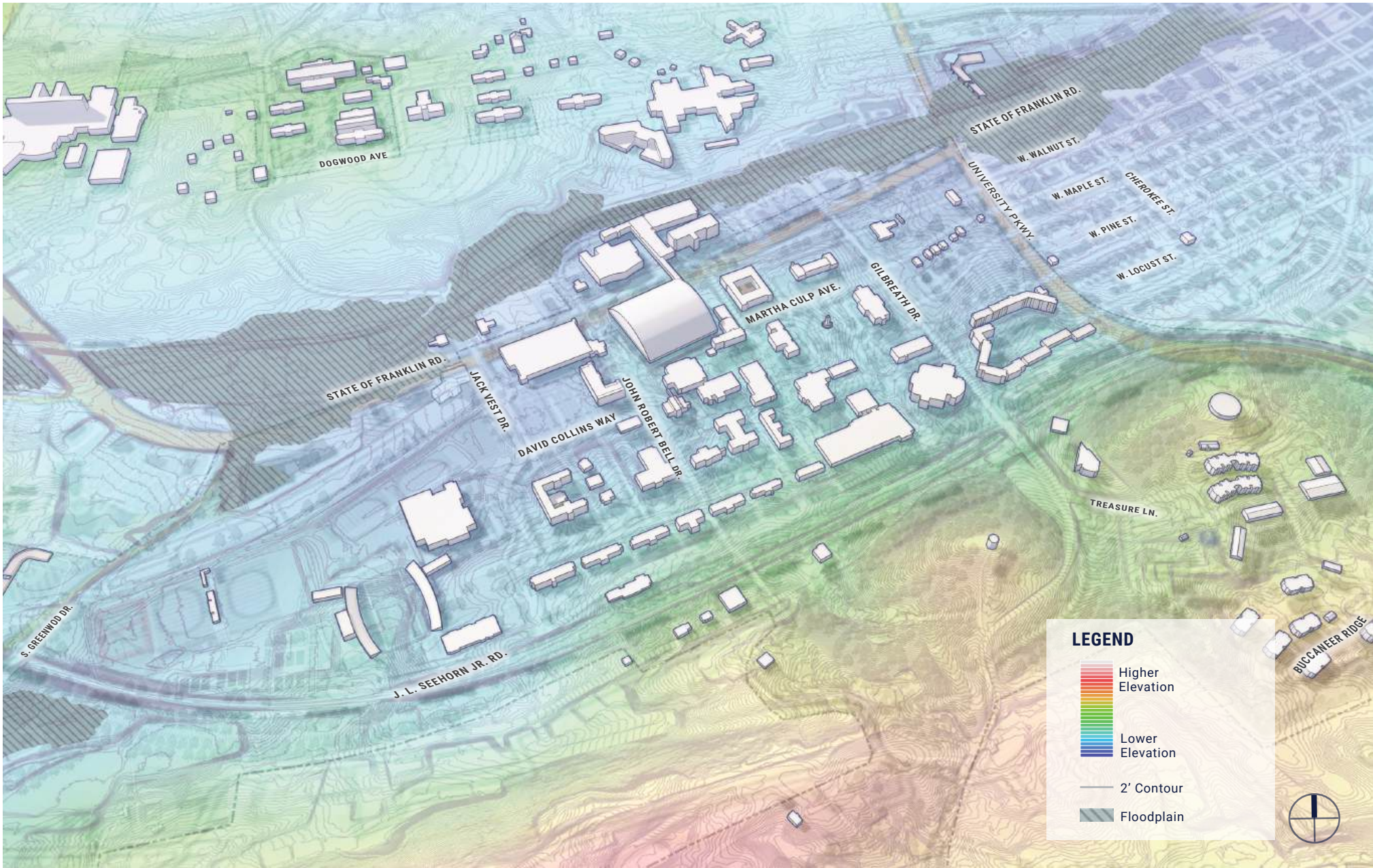
### CAMPUS SUSTAINABILITY ▶

The ETSU Department of Sustainability was established to act as the central resource for sustainability information and initiatives for all ETSU students, faculty and staff and the community at large.





Figure 15. Campus Topography





## Open Space

ETSU is bordered by the Buffalo Ridge Mountains and Brush Creek. The topography, mountain views and climate in Northeast Tennessee provides a multitude of opportunity for open space development and outdoor activity.

Throughout campus, the university has placed an emphasis on enhancing the beauty and diversity of the campus landscape. As evident in the large trees lining campus walkways and framing campus open spaces, thoughtful detail of landscaping surrounding buildings adds to the welcoming outdoor campus environment.

ETSU has embraced the outdoors and campus experience through the transformation of outdoor spaces across campus, most recently with the University Commons. The University Commons provides student-centered activity along the residential spine of the university and has created opportunities for outdoor student interaction and connection. Games and activities add to the welcoming culture and creation of tradition on campus. **Figure 16** illustrates the network of open spaces and natural areas on campus.



### ◀ UNIVERSITY WOODS AND THE ETSU ARBORETUM

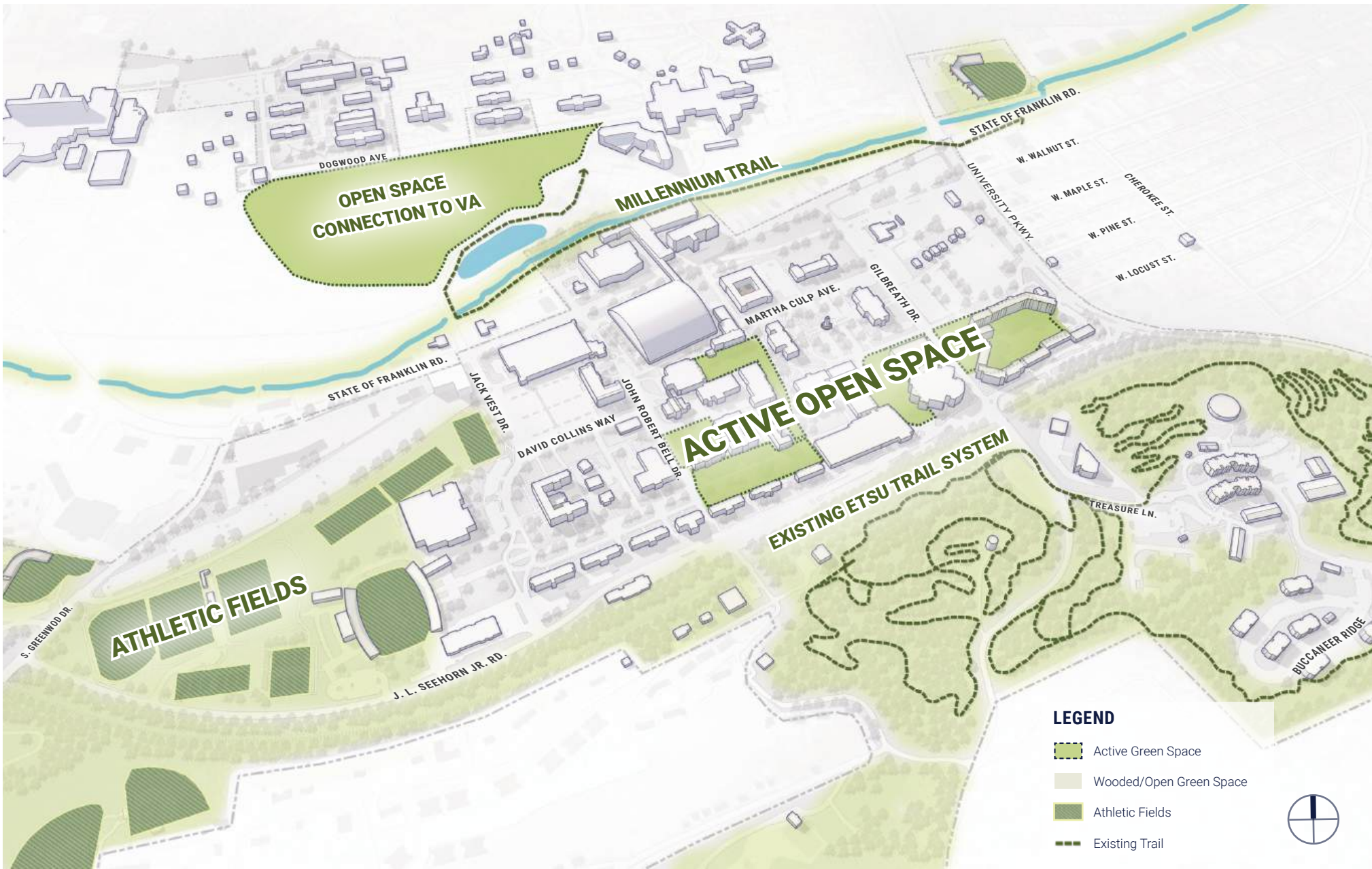
University Woods and the ETSU Arboretum are also tremendous assets for the university open space system. The old growth forest provides nature trails, recreation, and educational opportunities for the university.

### MOUNTAIN HOME VA CAMPUS ▶

The Mountain Home VA Campus occupies 31 acres of picturesque rolling hills north of the Main Campus. Large trees and historic buildings line the street network and provide opportunities for quiet study and reflection.



Figure 16. Campus Open Spaces Natural Areas





## Circulation

While conducting a land use analysis for the Campus Master Plan, the planning team examined circulation patterns and mobility throughout the campus. Stakeholder feedback, coupled with geographic analysis, confirmed that the current campus layout is heavily influenced by streets and parking areas. As ETSU evolves its physical space to transform to an outdoor environment, with a focus on open areas and enhancing the pedestrian experience, a shift in mobility strategies is essential.

The Campus Master Plan advocates for a transformation that emphasizes pedestrian needs and minimizes vehicle traffic within the central campus area. By removing roads in the heart of the campus—drawing guidance from successful initiatives like the Pride Walk and the Commons—ETSU can further advance pedestrian mobility and the overall campus experience (see **Figure 16**).

Complete Streets approaches have identified ways to upgrade the campus's circulation network. These include implementing road diets, establishing mid-block crossings, and decreasing the amount of on-street parking.

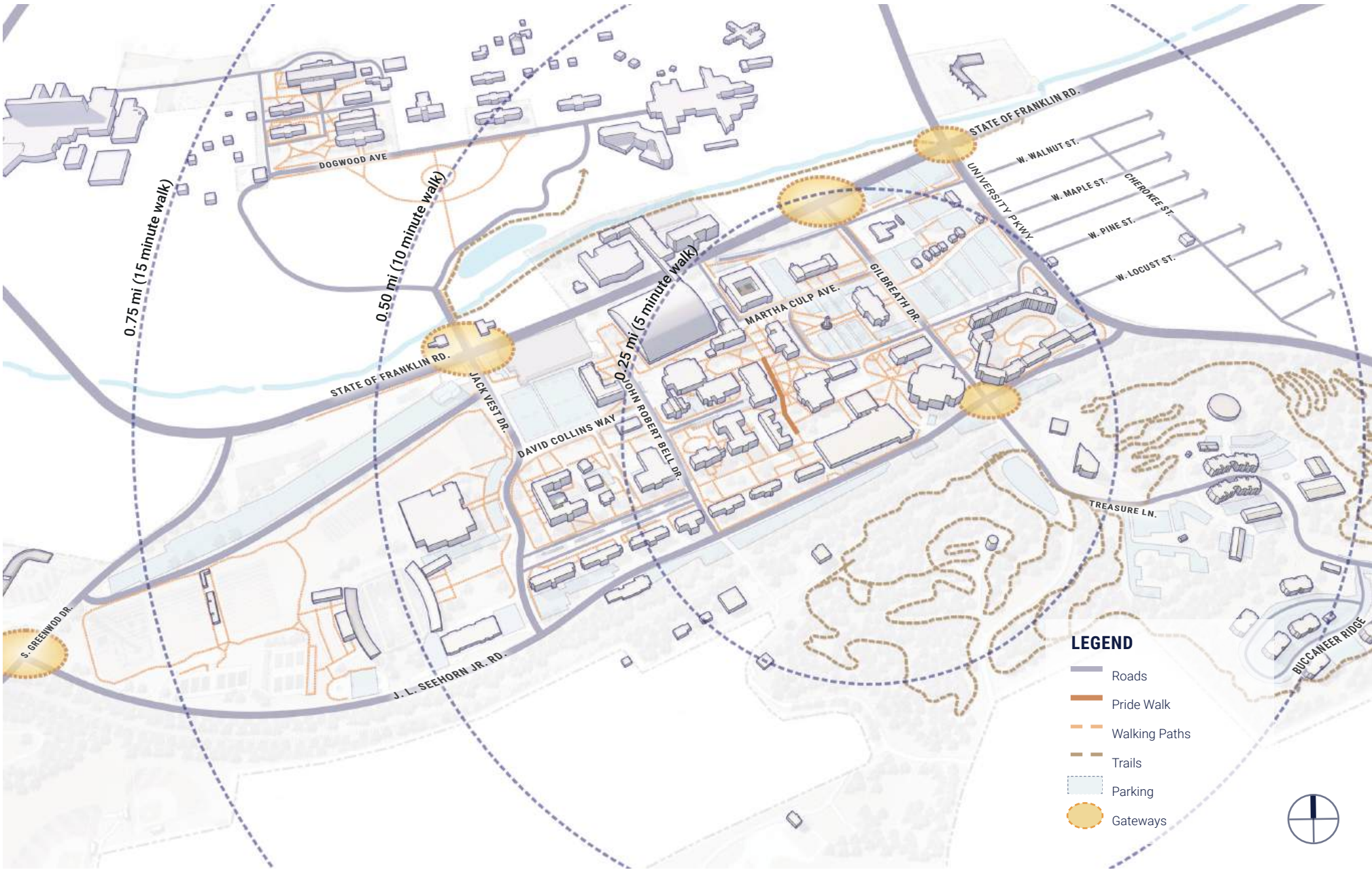


### ◀ GILBREATH DRIVE AND JOHN ROBERT BELL DRIVE ▶

Gilbreath Drive and John Robert Bell Drive encircle the campus core, offering irregular on-street parking patterns. The Campus Master Plan envisions a transformative opportunity to reimagine these entries as beautifully landscaped streetscapes, creating a unique and inviting welcome for visitors.



Figure 17. Campus Circulation





## Parking

The Department of Parking Services operates and administers nearly 7,800 on - and off-street parking spaces serving visitors, students, faculty, and staff across the Main Campus (see **Figure 18**).

In 2024, the planning team conducted a high-level parking system evaluation (Parking Study) which found “parking represents a significant portion of the overall Main Campus footprint, and a significant part of the campus aesthetic. An extensive array of on-street parking spaces also exists on campus, taking up space that might otherwise be occupied by pedestrians or bicyclists, detracting from the walkability, beauty and sense of place on Main Campus.”

The Parking Study also revealed that the parking supply had a peak occupancy of approximately 79%, leaving 1,584 empty or unused parking spaces across campus. An 85% effective parking supply is recommended, translating to a surplus of approximately 400 to 500 parking spaces on campus today.

Despite perceptions across campus suggesting a parking deficiency, the data indicates otherwise. By focusing on parking location, operations, and management strategies, ETSU can alleviate frustrations related to parking on campus.

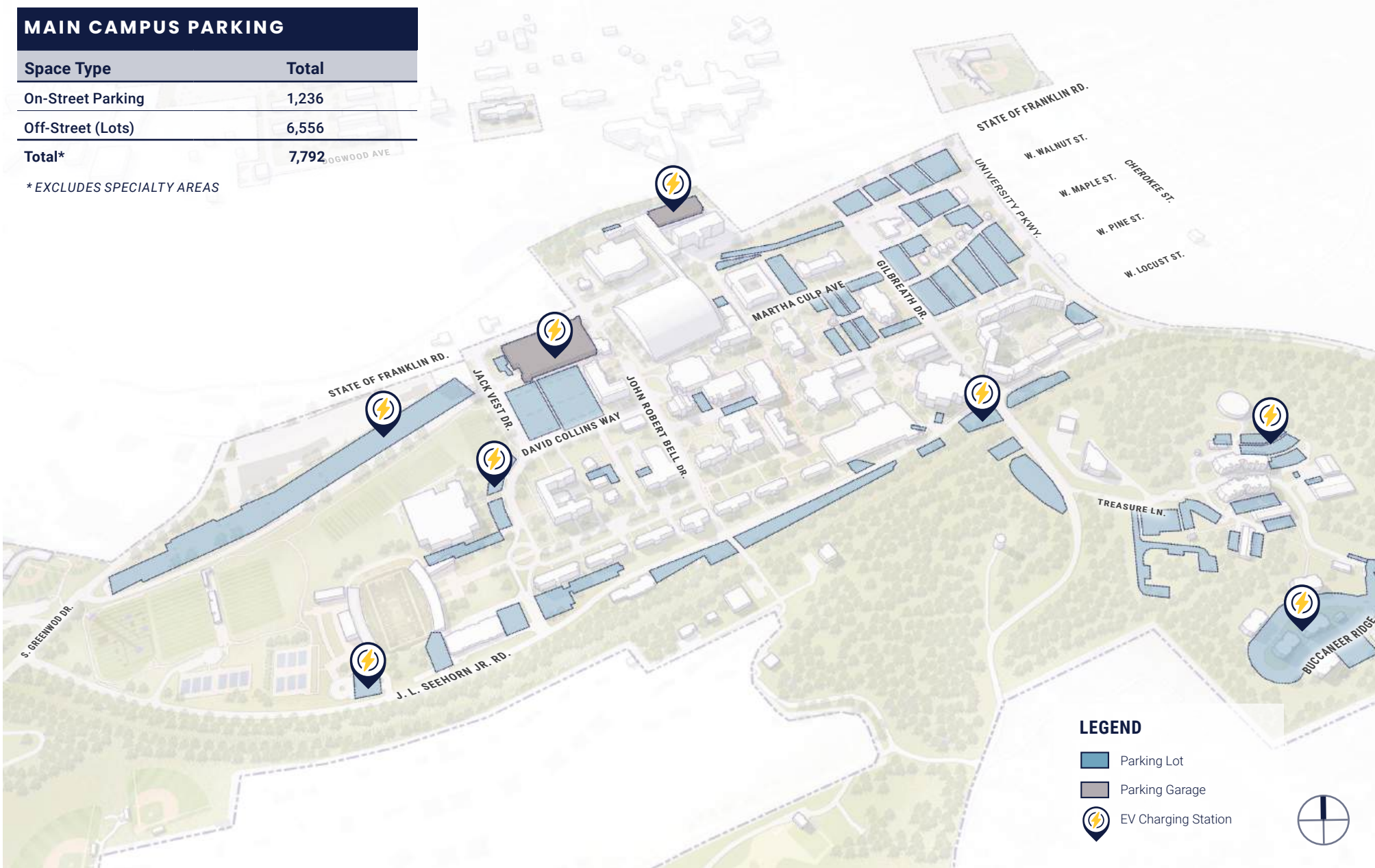
The Campus Master Plan proposes several transformative changes for parking and circulation. These include reducing vehicular circulation through the campus core to enhance the pedestrian experience and transforming campus gateways and edges to create a safe and inviting campus entry.

To further support pedestrians, and to expand on the successful transformation of the Commons, additional parking and circulation projects reducing on-street parking are recommended across campus, specifically along Gilbreath Drive and John Robert Bell Drive.

Although reducing surface parking could potentially lead to a parking deficit by 2028, variables such as the construction of new facilities, enrollment, and improvements in parking management and operations will influence the overall impact. Consequently, ETSU must carefully consider a long-term parking strategy that maximizes land use in the campus core and explores the addition of parking structures at strategic campus edge locations.

ETSU should assess and align parking revenue to cover the maintenance expenses associated with parking garages, parking areas, and campus mobility. A comprehensive approach aims to achieve the appropriate balance in parking management.

Figure 18. Main Campus Parking





# Housing and Dining

## Housing

ETSU has experienced enrollment growth, resulting in an increase in housing demand. Solving the housing deficit problem on campus is of critical importance to maintaining enrollment and achieving enrollment growth and student retention goals.

In the last two years, Fall 2022 and Fall 2023, ETSU students have shown extremely high levels of interest in on-campus living expressed in the overflow figures included in the table below. These figures demonstrate an unmet demand for housing at the beginning of the fall semester.

FALL SEMESTER RESIDENTIAL OVERFLOW						
	2018	2019	2020	2021	2022	2023
Students in hotels/motels off campus	0	0	NA	0	55	106
Students in triples, lounges, etc. on campus	0	0	NA	0	0	39
Rejected housing applications due to lack of capacity	0	0	NA	0	0	150
Total	0	0	0	0	55	295

While the overflow conditions partly resolve themselves due to student attrition, Housing is interested in providing sufficient capacity to all students desiring to reside on campus and, therefore, contributing to ETSU's recruitment and retention goals, among other strategic objectives.

Recognizing the importance of solving the housing deficit, ETSU conducted a housing need analysis. Using ETSU's modest growth projections, the analysis indicated that ETSU has an approximately 275-bed supply deficit. Current "As Used" on-campus housing is shown in **Figure 19**.

As an interim solution to ETSU's housing deficiency, ETSU plans to immediately increase its current housing capacity through a series of temporary strategies, including converting a portion of the existing housing at the Buccaneer Ridge Apartment community from two-person units to four-

person units and converting space within West Hall from two-person units to three-person units. Yoakley Hall, which was once a residence hall, will also be permanently returned to a residence hall housing up to 80 additional beds. These solutions are intended to be temporary.

These immediate adjustments aim to alleviate the housing shortage, while maintaining flexibility for future needs.

Long-term housing solutions are essential. The Campus Master Plan outlines several new residence hall sites as part of the long-term housing renovation strategies and recommendations. One proposed location is north of Lucille Clement Hall. This will provide a westerly residential neighborhood adjacent to student recreation facilities, competitive athletics, and ample parking. Additionally, an alternative site adjacent to Centennial Hall would establish an easterly residential neighborhood, conveniently located to student support services, including the Sherrod Library and dining at the D.P. Culp Center.

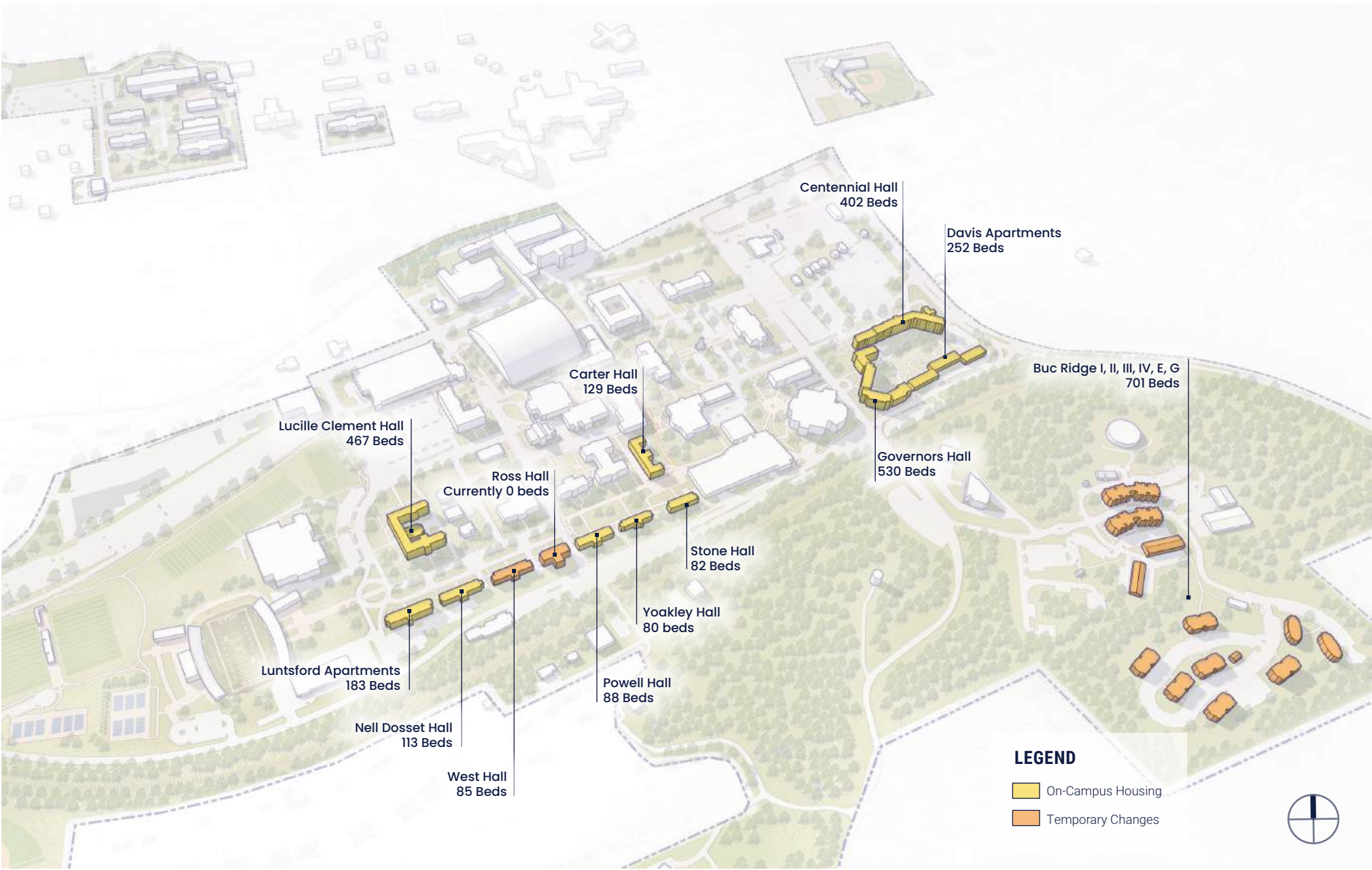
## Dining

ETSU has one full-service dining facility located in the D.P. Culp Center, with satellite auxiliary dining at the Sherrod Library and outside of Ball Hall. The Campus Master Plan recommends providing an additional dining option on the east side of campus within the existing parking structure restaurant space or Center for Physical Activity.

An alternative option would be to incorporate dining facilities within event space constructed as part of an expanded athletics venue adjacent to the football stadium or in the existing retail space of the parking garage located adjacent to the Mini-Dome.

As ETSU's enrollment and on-campus residential community expands, additional dining options will be required to meet the needs of students, faculty, and staff. When considering the new residence hall, an additional dining facility must be included.

Figure 19. On-Campus Housing



Note: For more detailed student housing information, see Appendix 2: Housing Analysis



# Mountain Home VA Campus

## Existing Space

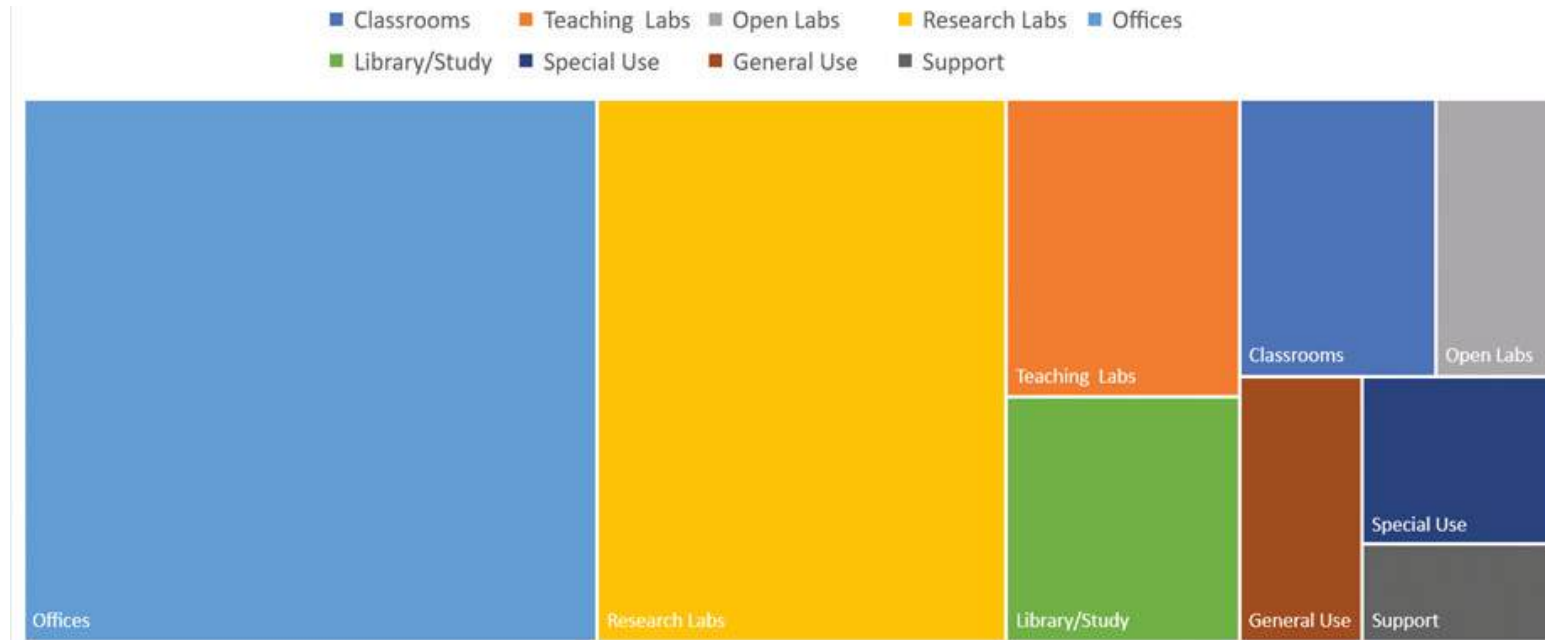
A preliminary space needs analysis was also completed for the Mountain Home VA Campus. Given the uniqueness of spaces in medicine and pharmacy, combined with the lack of scheduling data to conduct a utilization analysis, benchmarking data was used to estimate space needs for this campus. For Fall 2021, the ETSU space inventory contained a total of 289,313 ASF in academic and administrative space (see **Figure 21**).

At the time of the study, Building 52 (9,425 ASF) was inactive. Another 83,619 ASF was contained in clinical and family practices facilities, which were located on and off the Mountain Home VA Campus.

The outcomes of the utilization analysis indicate that ETSU has sufficient space to accommodate students and staff in most space categories. In some cases, planned space deficits could be offset by surpluses in other space categories, including classrooms and lounge spaces.

As some spaces and buildings may be more suitable for repurposing than others, a more detailed review of utilization and suitability is warranted before decisions are made at the building or room level.

**Figure 20. Medical/VA Site ASF by Space Category**



## VA/Medical Site Campus Space Needs Analysis

The Quillen College of Medicine and the Bill Gatton College of Medicine are adjacent to the James H. Quillen VA Medical Center at Mountain Home and in close proximity to the Main Campus. This location, commonly referred to as the Mountain Home VA Campus, was not included in the 2020 Academic Space Master Plan Update. Given the complexity of course scheduling in medicine and pharmacy, there was no attempt to conduct a utilization analysis, so traditional space guidelines for instructional spaces was deemed unfeasible.

The Fall 2031 space needs were generated after meetings with college deans regarding future initiatives and estimated enrollments. For Fall 2021, except for physical plant/support, surpluses were generated in each space category.

Given future enrollment, staffing and research goals, the outcomes of the space needs analyses generated deficits in each category. As noted in **Figure 21**, the largest deficits were generated in teaching laboratories, offices, study, and physical plant categories.

In the 2020 Academic Space Master Plan Update, the Fall 2018 semester served as the base year for student enrollment. On-ground enrollment projections for the Main Campus were expected to increase from 8,378 FTE to 9,844 FTE by Fall 2028, an increase of 17.5% over the 10-year period. In this Campus Master Plan, Fall 2028 enrollments were projected at 8,206 on-ground FTE for the Main Campus, a reduction of 1,638 FTE based on original assumptions as the university continues to expand course delivery technologies and offer more remote and online courses and programs.

**Figure 21. ETSU VA/Medical Site Ten-Year Space Needs Analysis Projection**

Space Category	Fall 2021			Fall 2031	
	Existing ASF	Guideline ASF	Surplus (Deficit) ASF	Guideline ASF	Surplus (Deficit) ASF
Classrooms	18,961	16,920	2,041	19,000	(39)
Teaching Laboratories	24,156	21,150	3,006	26,600	(2,444)
Open Laboratories	11,570	10,575	995	11,875	(305)
Research Laboratories	77,220	67,680	9,540	77,900	(680)
Offices	108,326	105,750	2,576	112,100	(3,774)
Library / Study	19,925	18,612	1,313	21,850	(1,925)
Special Use	11,283	9,306	1,977	11,875	(592)
General Use	11,344	10,152	1,192	11,400	(56)
Physical Plant/ Support	6,528	8,474	(1,946)	8,951	(2,423)
<b>Subtotal ASF</b>	<b>289,313</b>	<b>268,619</b>	<b>20,694</b>	<b>301,551</b>	<b>(12,238)</b>
Building 52 (Inactive)	9,425				
Clinics/Family Practice	83,619				

ASF= Assignable Square Feet





# | 03

## Campus Plan Recommendations

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# Campus Plan Recommendations

The purpose of the Campus Master Plan is to provide a visionary framework that supports and strengthens the strategic goals established by the university.

The recommendations outlined in this plan provide a short-and long-term vision for the campus and a framework for implementation. These projects and initiatives aim to prepare ETSU for future growth and its evolution as a premier higher education institution.

The analysis, guiding principles, strategic implementation, and vision within the Campus Master Plan provide the flexibility necessary to support the advancement of the university focused on students and the advancement of higher education in the state and region. Opportunities identified are intended to be adaptable and visionary.

The Campus Master Plan presents opportunities to manage growth and change. This includes a campus framework for circulation, open space, new buildings, both academic and residential life, building renovation, the campus experience, and campus gateways.

The following projects represent opportunities to support achievement of the university's strategic mission. These opportunities are presented with the aim of supporting the advancement of the university and fostering the growth of students and higher education at ETSU.

Recommendations are informed by the Campus Master Plan principles and goals. See the **Guiding Principle** pages following this section for an understanding of how Campus Master Plan recommendations seek to support each principle and associated goals.

## Housing and Dining

ETSU is actively pursuing a range of strategies to accommodate the current need for an additional 275 student beds. Housing recommendations include:

**New Construction:** Erect a new residence hall designed to provide enough beds to fulfill the entire unmet demand. The Campus Master Plan provides optional proposed locations based on existing student life facilities and available land assets in the campus core.

**Conversion:** Transform non-residential buildings into student housing. For instance, convert Yoakley Hall or Ross Hall to its original layout to offer approximately 80 beds, complemented by a new residence hall offering approximately 200 beds.

**Renovation:** The Campus Master Plan recommends renovations to existing residence halls to meet student preferences and increase enrollment. Recommendations include phased renovations to Lucille Clement Hall, and demolition and replacement of the Davis Apartments.

**Temporary Demand:** ETSU has chosen to provide temporary student beds by creating additional density through the conversion of single-occupancy bedrooms to double-occupancy at Buccaneer Ridge. The Buccaneer Ridge solution should be considered temporary. Once new construction, renovation, and restoration are implemented, the additional Buccaneer Ridge capacity may no longer be needed and should be converted back to the current bed capacity of 701 beds.

## Parking

The Main Campus parking system currently has a parking surplus; however, an anticipated increase in student and faculty/staff numbers is projected to escalate the overall parking needs on campus in 2028.

In the Campus Master Plan, several recommendations aim to enhance campus circulation by reducing surface parking lots and on-street parking. To achieve this, the plan emphasizes walkability and campus circulation enhancements. ETSU should prioritize accessible walking, cycling, and shuttle/transit options to facilitate safe movement between parking areas and destinations. By efficiently managing parking, ETSU can improve overall mobility, encourage sustainable transportation, enhance the pedestrian experience, and elevate the campus character. The recommendations to reduce surface and on-street parking will require focus on maintenance and capital planning of existing parking assets to provide enhanced parking and circulation throughout campus.

Promoting efficient parking use, such as reducing reserved parking, limiting permit holder “hunting” for parking spaces, and implementing wayfinding and real-time space availability technologies, will aid ETSU as parking supply becomes more limited. These measures should enable ETSU to maintain up to 90% parking utilization until around 2030. As the parking constraints intensify and occupancy approaches 90%, it becomes imperative to facilitate movement across campus through investment in accessible pedestrian pathways, shared-use paths and shuttle/transit services.

To support anticipated parking demand and supply challenges resulting from reductions in parking, the plan suggests exploration of four potential sites for parking garage additions: Health Science Corridor, Seehorn Road, West Walnut, and University Parkway. Garage sizes ranging from approximately 300 to over 1,000 spaces have been proposed for consideration. Additional study and analysis of the financial implications and feasibility of parking garage construction, maintenance, and locations should be conducted.

## Open Space

The campus’s open spaces offer unforgettable settings for the campus to engage and congregate. The recent transformation of South Dossett has profoundly influenced the campus’s character with the creation of the University Commons.

The Campus Master Plan advocates for the evolution of additional open spaces, recognizing their potential for significant impact on the campus experience. Identified initiatives include creating seamless connections from the D.P. Culp Student Center to the Sherrod Library, enhancing gateways along Sherrod Drive, Gilbreath Drive, and John Robert Bell Drive, and pursuing long-term plans to replace surface parking with pedestrian friendly corridors that link the Pride Walk to the West Walnut Corridor, further integrating campus with Johnson City.



## Sustainability

ETSU is dedicated to incorporating sustainability into its campus development strategies. The Campus Master Plan outlines recommendations for integrating sustainable practices throughout the planning, construction, renovation, landscape, open spaces, and resiliency efforts.

The Campus Master Plan advocates for a collaborative partnership with the Department of Sustainability aimed at guiding physical development across campus projects that reflects ETSU's commitment to a greener future and environmental stewardship, including:

- Prioritizing renovation over demolition to preserve resources.
- Choosing sustainable materials for construction to minimize environmental impact.
- Cultivating native plant species in landscaping to support local biodiversity.
- Implementing stormwater management best practices to protect water quality.
- Reducing impervious surfaces to enhance groundwater recharge.
- Installing electric vehicle (EV) charging stations to encourage green transportation.
- Adopting renewable energy sources to reduce carbon footprint.
- Initiating green roof projects to improve insulation and reduce urban heat effects.

## Infrastructure

The Campus Master Plan recommends several projects that impact campus physical plant infrastructure to varying degrees. Development across campus will require evaluation and analysis on a case-by-case basis; however, the Campus Master Plan recommends implementation of more energy efficient building systems to reduce capacity needs and support sustainability and resiliency initiatives. Given the anticipated capacity and load requirements of short- and long-term projects included in the Campus Master Plan, the following infrastructure projects are recommended:

- **Chilled Water:** Additional pump capacity and distribution network upgrades are required with building construction proposed in the plan.
- **Natural Gas:** Building modifications and additions will require coordination and capacity analysis with Atmos Energy.
- **Sanitary Sewer:** Building modifications and additions will require coordination, plant capacity, and pipe size analysis with Johnson City.
- **Water Utility:** Implementation of short-term recommendations will have limited impact on water usage or pipe capacity. Implementation of long-term projects will result in noticeable impacts to the campus water capacity.
- **Steam Utility:** Implementation of short-term recommendations will have limited impact on steam capacity. Implementation of long-term projects will require expansion of the steam distribution network.
- **Electrical Utility:** Implementation of short- and long-term projects will have little to no impact on the campus electrical capacity upon implementation of more energy-efficient building systems.
- **Outside Plant Communications:** Campus Master Plan proposed projects will likely require a new data center, which could be located within the new East Campus Operations Building.

# GUIDING PRINCIPLE 1

## Reimagine Campus Space



### Goals

- Transform physical assets to address pedagogical changes and the changing needs of students.
- Create engaging and inspiring spaces that advance academic achievement and the student experience.
- Adapt collaborative instructional spaces to be flexible and interactive, and support collaborative engagement to enhance strong connections across ETSU.
- Enhance the student instructional and research experience through investments in labs, technology, and simulation space.
- Invest in spaces across campus that create immersive and experiential student experiences and opportunities.



The renovation of ETSU's facilities involves modernizing and revitalizing spaces throughout the campus. This includes adding cutting-edge research, science, and collaboration areas to support evolving programs and technological innovation. Achieving a transformative academic experience for students strengthens their connection to ETSU and elevates their overall student experience, success and achievement. Notably, recommendations include investing in the Sherrod Library, Brown Hall, a potential new academic building, Memorial Hall, Wilson-Wallis, and multiple key academic buildings across campus, focusing on flexible learning, interactive and collaborative spaces, and as enhancement to resource-sharing and knowledge exchange.



# GUIDING PRINCIPLE 2

## Optimize Resources



### Goals

- Analyze and invest in existing underutilized facilities to expand opportunities for Interdisciplinary collaboration.
- Address deferred maintenance needs through renovation projects across campus.
- Maximize utilization of resources by designing spaces to be flexible and shared across departments and disciplines.
- Provide flexible and efficient use of space across campus through policies as academic and administrative needs change.
- Acknowledge the importance of proceeding with strategic acquisitions that achieve the long-term objectives of the institution.



As ETSU continues to grow, efficient resource optimization becomes crucial. The Campus Master Plan identifies opportunities for physical resource optimization. Specifically, we aim to optimize physical resources through building renovations and establish a sharing economy across disciplines and resources. Completion of the Integrated Health Services Building will create additional opportunities to evaluate potential program migration or Interdisciplinary collaborations that can be achieved through renovation. Renovations to the Sherrod Library will create opportunities for reimagining spaces that support student success. Operational and policy adjustments will be necessary to achieve a flexible and collaborative environment with peak optimization.

# GUIDING PRINCIPLE 3

## Support Student Success



### Goals

- Create engaging and inspiring spaces that encourage social interaction, collaboration, and learning across campus facilities.
- Provide student support services, such as tutoring centers and academic and professional advising in convenient and accessible locations for student contact.
- Embrace student life activities and traditions to enhance the 24-hour campus life experience.
- Improve campus housing and the on-campus residential experience to improve attraction and increase retention.
- Increase and support access to education for non-traditional students and international students.
- Maintain current student-to-faculty ratios.
- Facilitate opportunities for the expansion of student organizations as a method of supporting student success and belonging.



The people of ETSU are its greatest asset. ETSU's top priority is to transform the university to achieve maximum student success. Students frequently utilize the D.P. Culp Student Center and Sherrod Library for socializing, collaboration, and study. The vibrant energy within these campus spaces should be celebrated as they are one-stop shops for student success. As part of the plan, student resources will be relocated to the Culp Center and Sherrod Library after renovation and reimagination. This strategic move aims to provide students with convenient access to resources that support their academic success, ultimately contributing to successful enrollment retention and community building.



# GUIDING PRINCIPLE 4

## Enhance Campus Culture and Character



### Goals

- Enhance the pedestrian experience across campus by improving parking efficiency, reducing vehicles within the campus core, and prioritizing the pedestrian throughout campus.
- Focus investment on the outdoor experience, leaning into the positive impact transformation has had on the campus character.
- Share the uniqueness of the Appalachian region, the students, traditions, and culture that define the campus and community through adding campus life activities.
- Prioritize investment in existing buildings and facilities across campus that contribute to the campus character and achieve the needs of emerging academic programs.



Nestled in the valley of the Buffalo Ridge Mountains, ETSU's campus boasts natural beauty that contributes to its unique sense of place. Transformation of the University Commons is the guiding theme for the future campus transformation centered on fostering connections to places and creating memorable campus experiences. The plan recommends prioritizing the pedestrian through enhancement to mobility corridors, including:

- Closing Sherrod Drive, reclaiming the space for pedestrians and providing a safer and more pleasant campus gateway from the north.
- Replacing on-street parking along Gilbreath Drive and John Robert Bell Drive with dedicated pedestrian and bicycle pathways to encourage alternative transportation and gateway enhancement.
- Creating more open spaces within the campus transportation network to provide students, faculty, and staff within inviting areas to gather, study, and enjoy the outdoors.

# GUIDING PRINCIPLE 5

## Strengthen Partnerships



### Goals

- Partner with the city to invest in campus edge improvements that provide improved campus gateways and connections.
- Cultivate partnerships with industry leaders to elevate student access to research opportunities.
- Investigate public-private partnership opportunities for development collaboration to achieve the goals of the institution.



ETSU and Johnson City collaborate closely to promote the success of the community and the broader region. The Campus Master Plan identifies opportunities for collaboration and partnerships that advance both the university and the community. By fostering partnerships in development, research, and innovation, ETSU supports the needs of students, the local community, and the region at large. These collaborative efforts align with strategic academic and industry initiatives.



# Campus Today

- |                                       |  |  |
|---------------------------------------|--|--|
| 1 Child Study Center                  | 26 Parking Services                          | 52 Sigma Alpha Epsilon                                 |
| 2 Betty Basler Field                  | 27 Rogers-Stout Hall                         | 53 Alumni Association                                  |
| 3 Basler Challenge Course             | 28 Burgin E. Dossett Hall                    | 54 Alumni House  |
| 4 Intramural Fields                   | 29 Reece Museum                              | 55 Continuing Studies                                  |
| 5 Taylor Soccer Complex               | 30 Nicks Hall                                | 56 Thomas Baseball Stadium                             |
| 6 Dave Mullins Tennis Complex         | 31 Gilbreath Hall                            | 57 Parking Garage at James and Nellie Brinkley Center  |
| 7 William B. Greene, Jr. Stadium      | 32 Campus Center                             | 58 James and Nellie Brinkley Center                    |
| 8 Basler Center for Physical Activity | 33 Carter Hall                               | 59 Martin Center for the Arts                          |
| 9 Bond Building                       | 34 Lamb Hall                                 | 60 Information Technology                              |
| 10 Lucille Clement Hall               | 35 Hutcheson Hall                            | 61 WETS-FM Radio Station                               |
| 11 Lyle House                         | 36 Wilson-Wallis Hall                        | 62 Surplus Warehouse                                   |
| 12 Data Center                        | 37 Clack Building                            | 63 Central Receiving and Physical Plant Warehouse      |
| 13 Earnest House                      | 38 Power House                               | 64 Buccaneer Ridge                                     |
| 14 Luntsford Apartments               | 39 Sam Wilson Hall                           | 65 Building 2 - Ed Allen Hall                          |
| 15 Nell Dossett Hall                  | 40 Memorial Hall                             | 66 Building 1 - Carl A. Jones Hall College of Medicine |
| 16 West Hall                          | 41 Warf-Pickel Hall                          | 67 Building 119 - College of Medicine                  |
| 17 Ross Hall                          | 42 Parking Garage                            | 68 Building 4 - Medical School Library                 |
| 18 Powell Hall                        | 43 Ballad Health Athletic Center (Mini-Dome) | 69 Building 60   |
| 19 Yoakley Hall                       | 44 Ball Hall                                 | 70 Building 178 - Stanton-Gerber Hall                  |
| 20 Stone Hall                         | 45 Mathes Hall                               | 71 Building 212 - College of Medicine Student Center   |
| 21 D.P. Culp Student Center           | 46 Burleson Hall                             | 72 Building 7 - College of Pharmacy                    |
| 22 Sherrod Library                    | 47 Brown Hall                                | 73 Building 6 - William L. Jenkins Forensics Center    |
| 23 Governors Hall                     | 48 University School (Alexander Hall)        |  |
| 24 Davis Apartments                   | 49 Family Practice                           |  |
| 25 Centennial Hall                    | 50 Sigma Phi Epsilon                         |  |
|                                       | 51 Internal Audit                            |  |

Figure 22. "Campus Today"

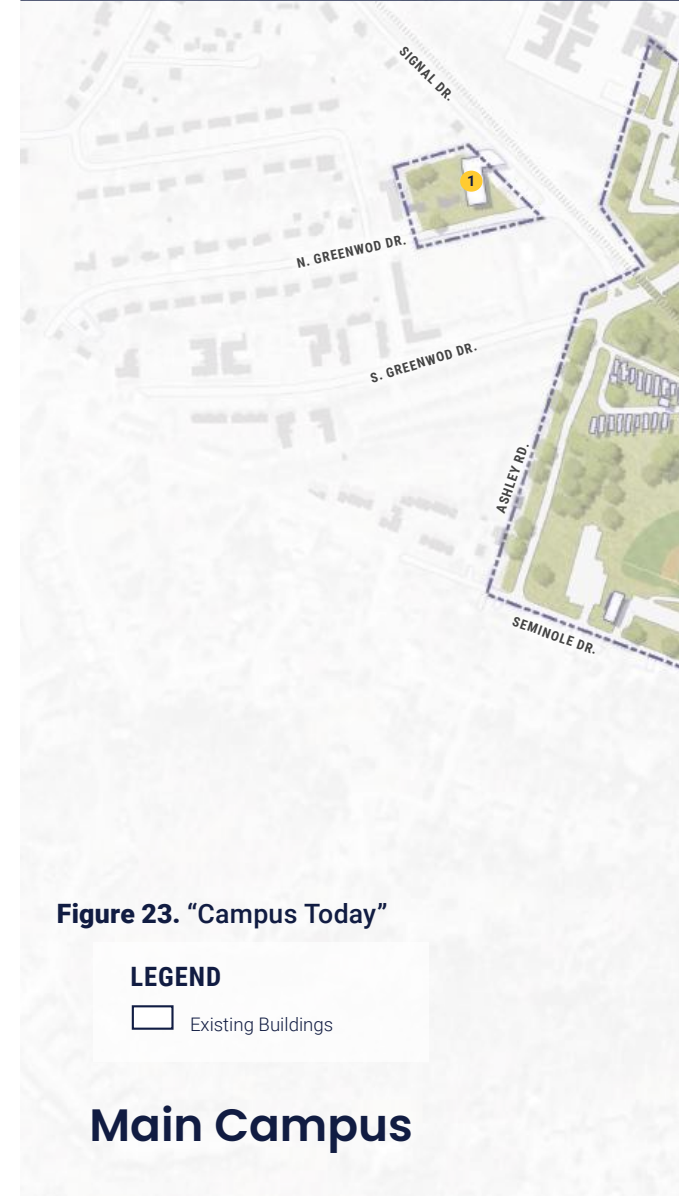
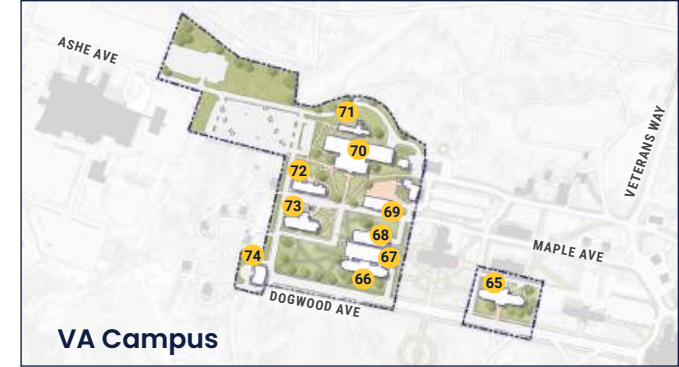


Figure 23. "Campus Today"

## LEGEND

Existing Buildings

## Main Campus







# Future Campus

## Current and Short-Term Projects

- |  |                                |   |                                |
|--|--------------------------------|---|--------------------------------|
| 1 Integrated Health Services*                | 6 John Robert Bell Enhancement | 12 New Academic Building*               | 17 Renovated Sherrod Library   |
| 2 University Commons Expansion*              | 7 Yoakley Hall Renovation*     | 13 Burleson Hall Renovation             | 18 Gilbreath Drive Enhancement |
| 3 Renovated Lucille Clement                  | 8 Powell Hall Renovation*      | 14 Mathes Hall Renovation               | 19 Academic/Housing Option B   |
| 4 Academic/Housing Option A                  | 9 Memorial Hall Renovation     | 15 Sherrod Drive Pedestrian Enhancement | 20 New Greek Village           |
| 5 Wilson-Wallis Hall Renovation and Addition | 10 Sam Wilson Hall Renovation  | 16 Brown Hall, Phases 1 & 2*            | 21 Thomas Stadium Addition*    |
|  | 11 Lamb Hall Renovation*       |   |                                |

\* DENOTES CURRENT PROJECT

## Long-Term Projects

- |  |   |   |  |
|--|---|---|--|
| 1 Relocated Bond Building                  | 6 Academic Option C                                     | 11 Carillon and Alumni Plaza Circulation Enhancements | 16 Academic Option E                           |
| 2 Health Sciences Corridor                 | 7 Ada Earnest Replacement                               | 12 University School Renovation and Addition          | 17 Mixed Use and Graduate Housing              |
| 3 Parking Garage Option A                  | 8 Parking Garage Option B                               | 13 Rogers-Stout Hall Renovation                       | 18 Parking Garage Option D                     |
| 4 William B. Greene, Jr. Stadium Expansion | 9 Ross Hall Renovation                                  | 14 Parking Garage Option C                            | 19 Davis Apartments Demolition and Replacement |
| 5 Residence Hall                           | 10 Ballad Health Athletic Center (Mini-Dome) Renovation | 15 Academic Option D                                  |  |



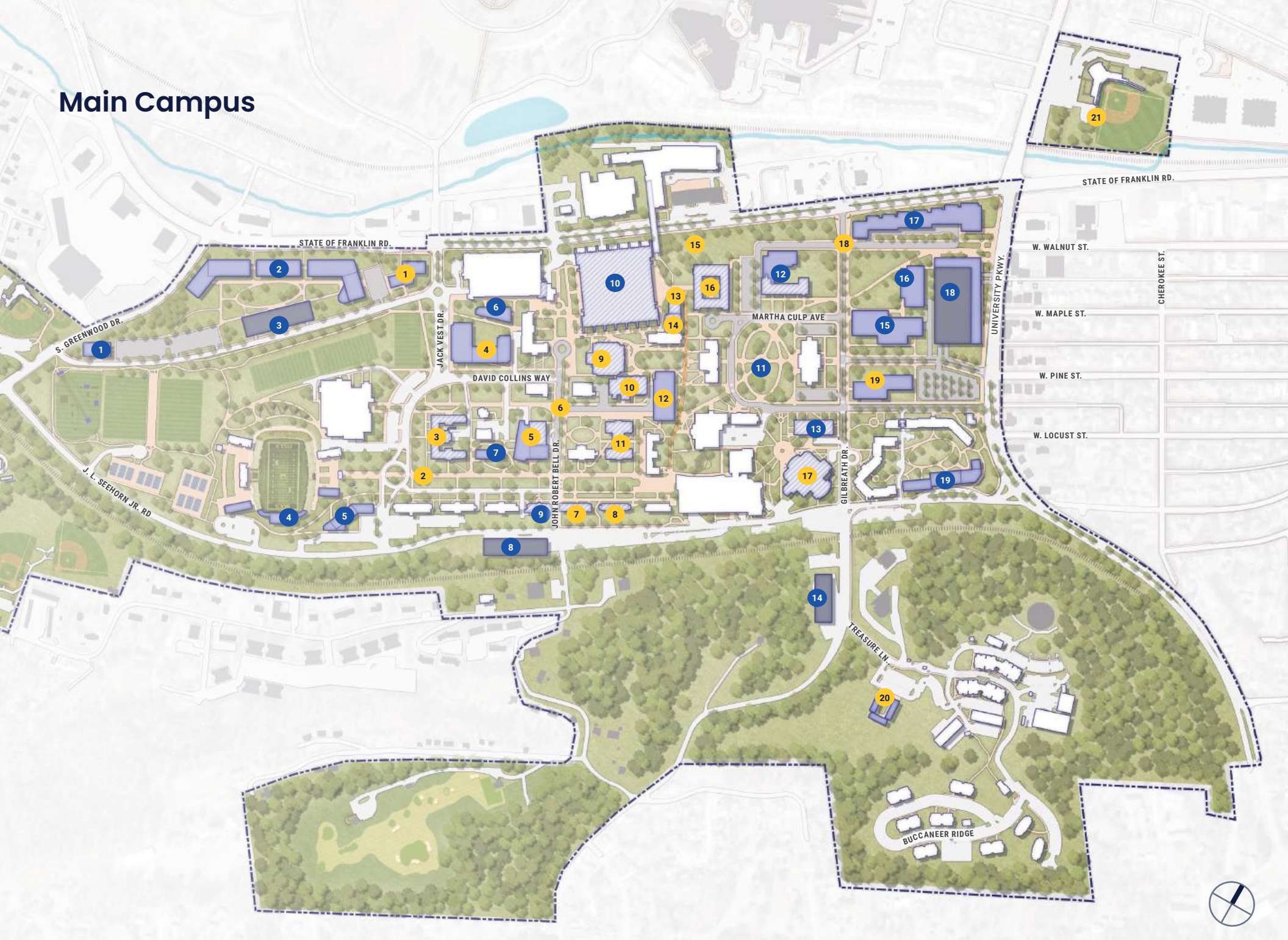
**Figure 24.**  
“Campus Future” Summary  
of Recommendations

### LEGEND

- Existing Buildings
- Renovated Buildings
- Proposed Buildings
- Proposed Parking Garages



# Main Campus





# Main Campus

## Framework Plan

The Framework Plan shown in **Figure 25** is a visual representation of the physical campus development themes discovered during the iterative planning process and guided by the plan principles.

The Framework Plan suggests opportunities across campus for future enhancement of gateway opportunities, open space networks, opportunity zones, circulation transformation, and potential partnership sites studied as part of the planning process.

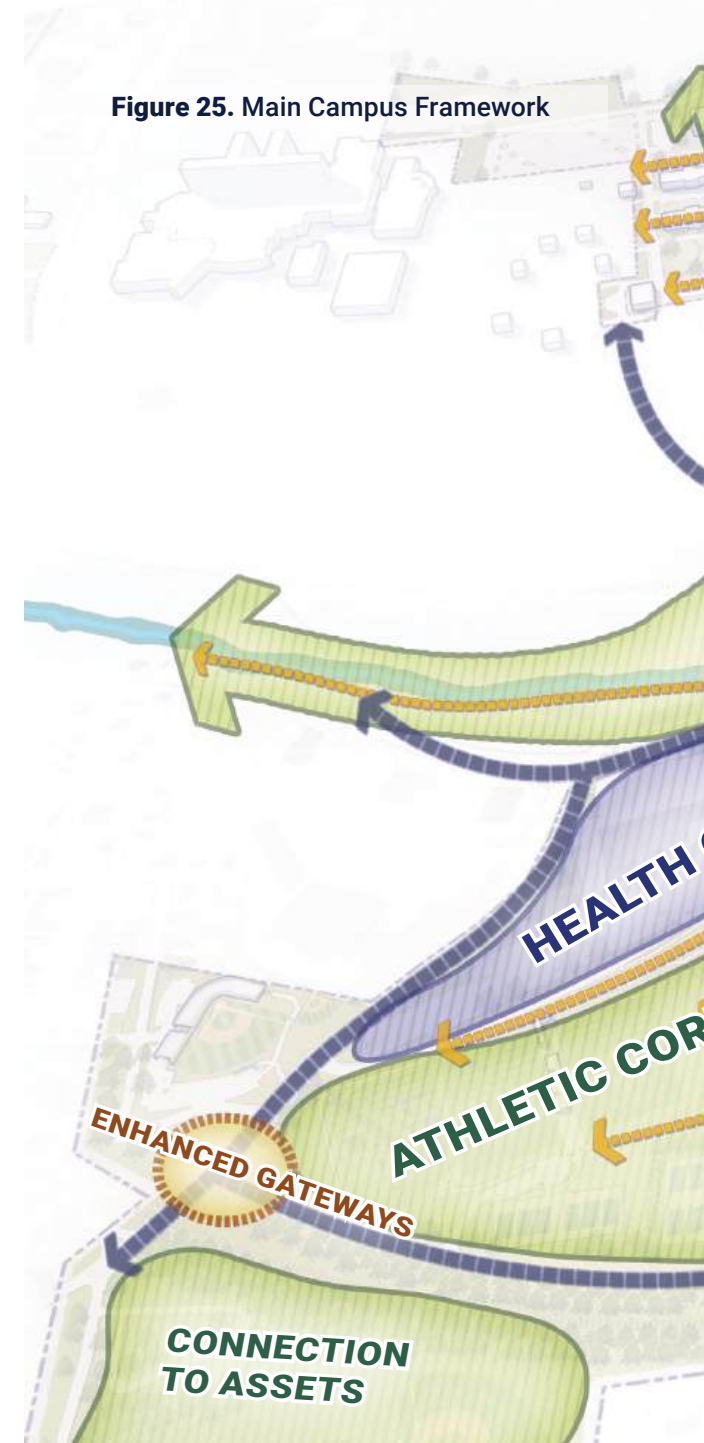
The framework organizes campus into zones that include the Health Corridor, Athletic Corridor, Academic Core, Student Life, Greek Life, and Future Development areas. Integral to this plan are enhanced connections and gateways that stitch together the Main Campus and surrounding areas. These connections include trail linkages, circulation improvements, and enhanced placemaking at key locations such as the University Commons and Pride Walk. The short- and long-term projects identified in this section aim to reinforce the campus organization presented in this framework.

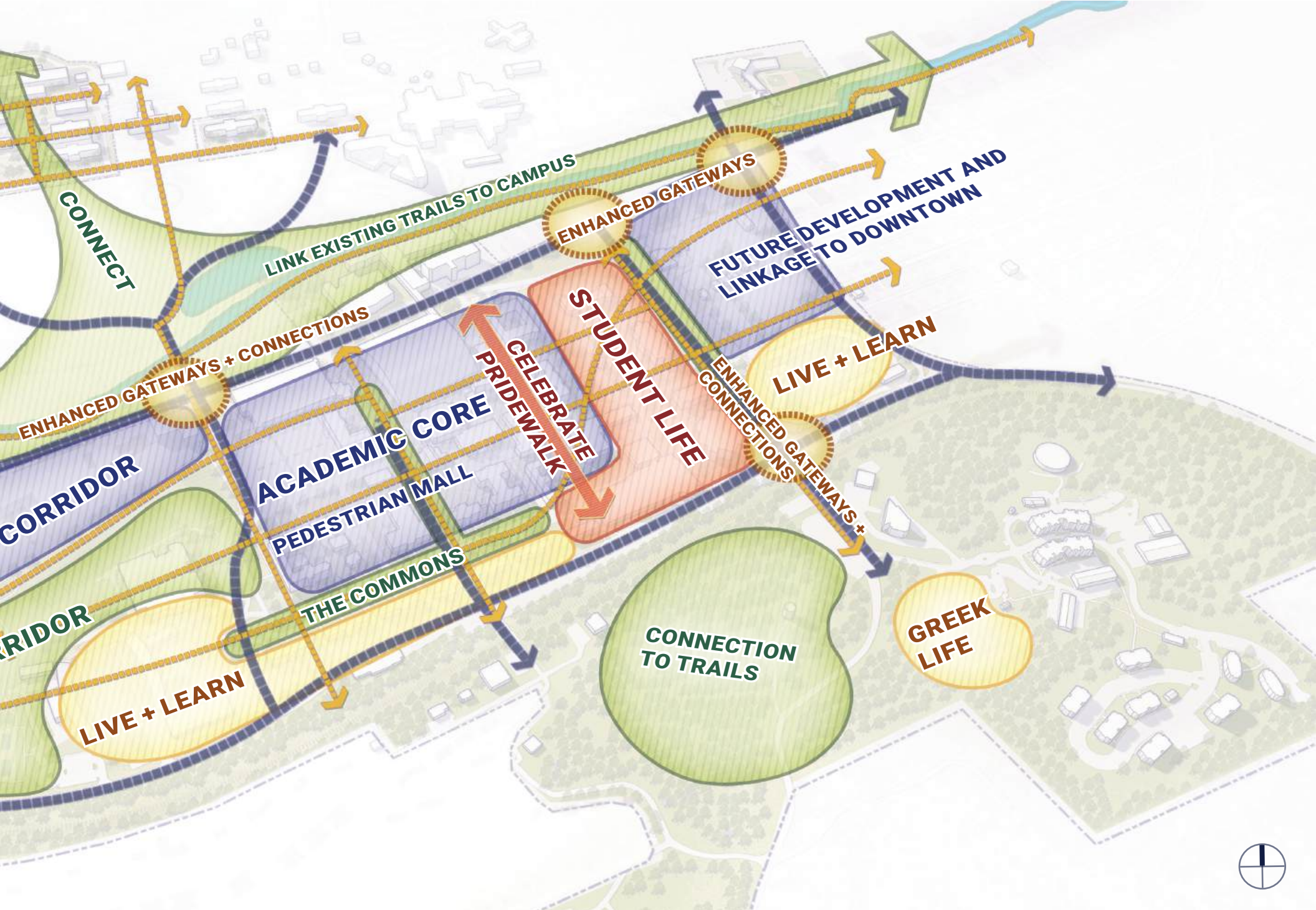
The Campus Master Plan outlines a comprehensive strategy for development, encompassing both immediate and future initiatives. Key projects include:

- Renovations and construction of academic facilities
- Enhancement to housing and dining services to improve the quality of student life
- Development of open spaces and improved circulation systems to create a more cohesive and connected campus
- Parking system modifications to meet evolving needs of the campus community
- Sustainability objectives

Each project proposed in the Campus Master Plan is recommended with ambition and aspiration yet grounded in practicality, essential for advancing ETSU's mission.

**Figure 25. Main Campus Framework**







# VA and Regional Sites

## Framework Plan

ETSU provides a diverse portfolio of facilities, education, and service across the Northeast Tennessee region. The university's commitment to regional higher education opportunity is evident through the educational offerings, ranging from technical skills to advanced medical degrees. To accommodate the wide range of programs, ETSU must modernize its facilities across the Mountain Home VA and Regional campuses. Strategic investments in infrastructure are critical for ETSU to remain focused on aligning physical development with the strategic mission to drive prosperity in the region through “teaching, research, and service.”



**Nave Center**



**ETSU at Kingsport Allandale**



**Kingsport Downtown**



**ETSU at Sevier County**

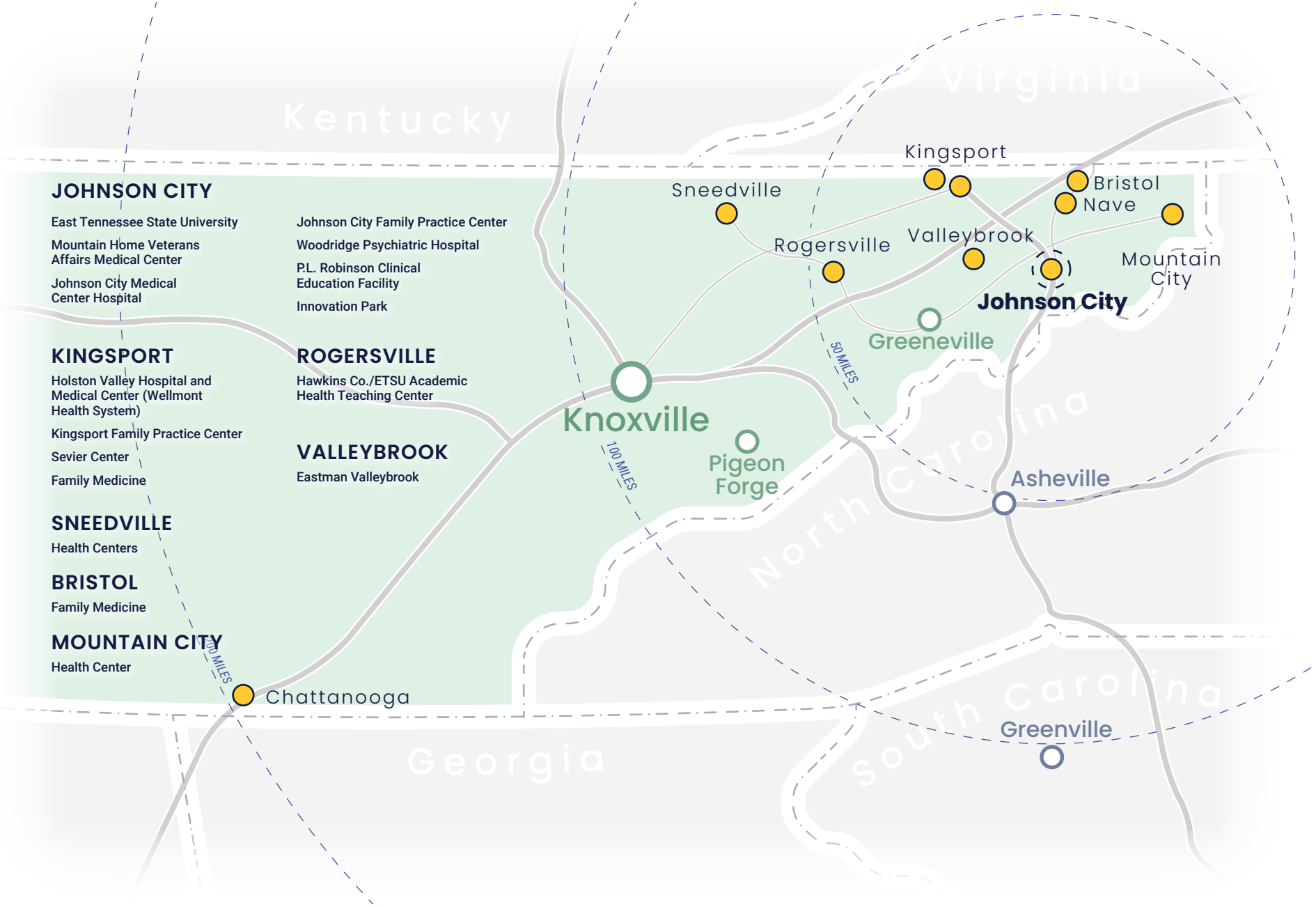


**Innovation Park**



**Eastman Valleybrook**

Figure 26. Regional Framework





# Main Campus Current Projects

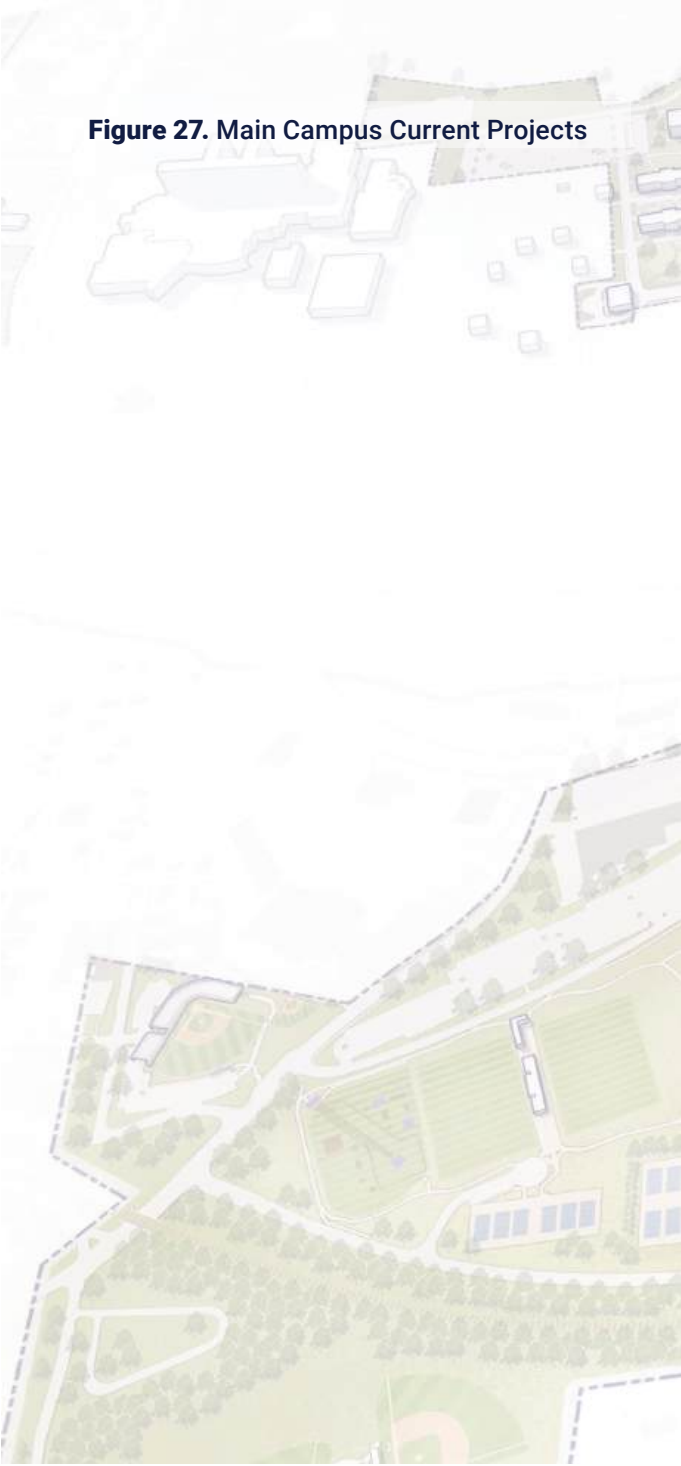
ETSU is actively completing several projects in various stages of construction and design. These initiatives span various aspects of campus life, from infrastructure to academic innovations. Once these ongoing projects reach successful completion, ETSU will transition into implementation of the Campus Master Plan. This forward-looking plan outlines strategic improvements and developments that will shape the campus landscape for years to come.

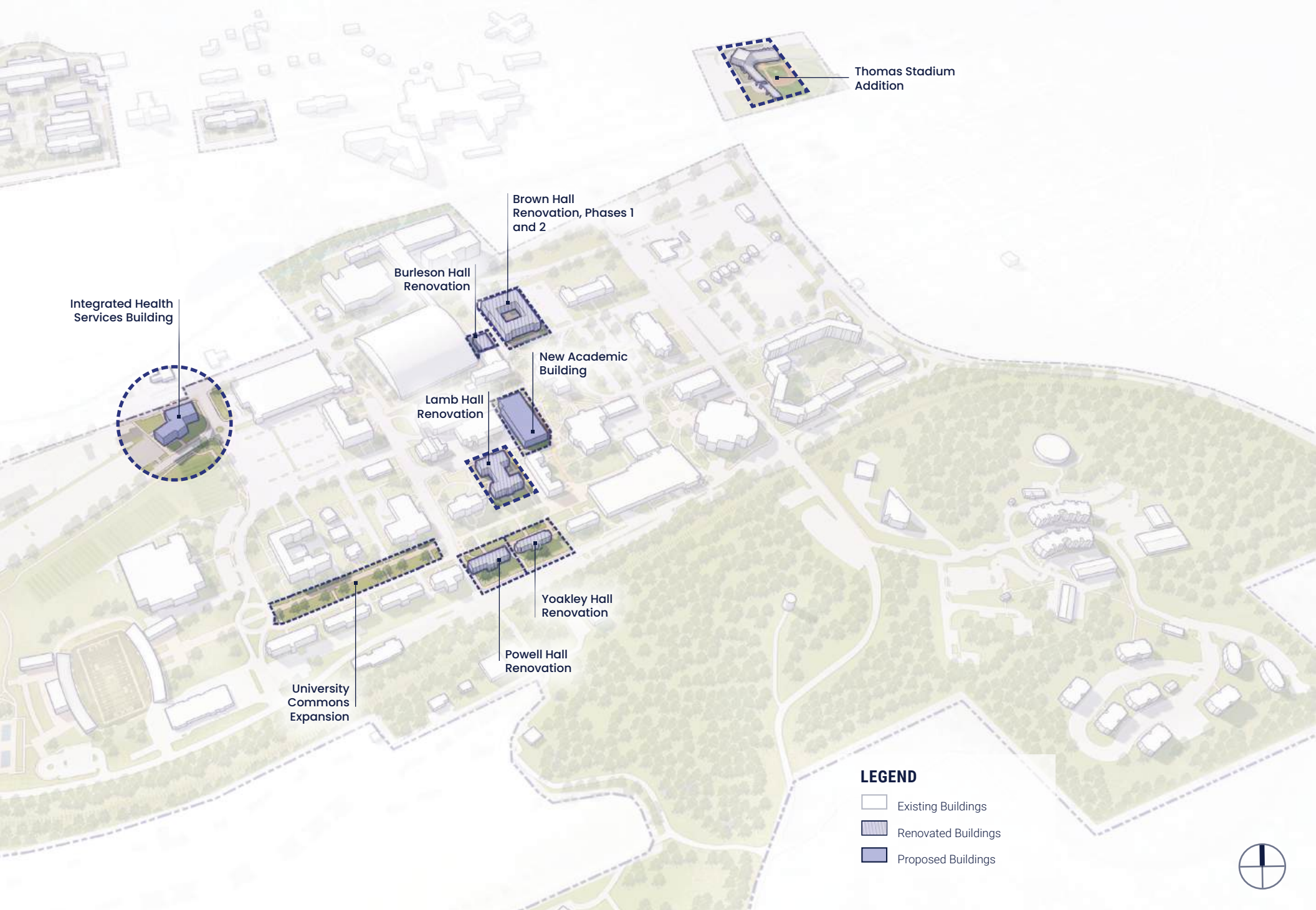
- Integrated Health Services Building
- University Commons Expansion
- New Academic Building
- Brown Hall Renovation, Phases 1 and 2
- Burleson Hall Renovation
- Thomas Stadium Addition
- Powell and Yoakley Hall Renovations
- Lamb Hall Renovation

**Figure 28. Main Campus Current Projects ASF by Space Category**

ASF BY SPACE CATEGORY: NEW, RENOVATION, AND DEMOLITION PROJECTS						
Space Type	Lamb Hall (Renovated Space)	Gilbreath Hall Renovation	Burleson Hall Renovation	New Academic Building Program Test Fit	Campus Center Building (Demolished)	
Classrooms	16,450	(3,089)	(9,980)	-	(118)	<b>3,263</b>
Instructional Labs	16,178	1,042	-	24,625	(3,379)	<b>38,466</b>
Research Labs	4,238	-	-	-	(1,371)	<b>2,867</b>
Offices	25,410	1,397	7,303	550	(19,873)	<b>14,787</b>
Library/Study	791	650	-	8,800	-	<b>10,241</b>
Special Use Facilities	4,168	-	-	1,500	(219)	<b>5,449</b>
Assembly and Exhibition	-	-	-	-	(4,464)	<b>(4,464)</b>
Lounge Space	1,693	-	-	-	(1,036)	<b>657</b>
Support Facilities	-	-	-	-	(5,043)	<b>(5,043)</b>
Inactive Space	-	-	-	-	(1,499)	<b>(1,499)</b>
<b>Total ASF</b>	<b>68,928</b>	<b>-</b>	<b>(2,677)</b>	<b>35,475</b>	<b>(37,002)</b>	<b>64,724</b>

**Figure 27. Main Campus Current Projects**





Thomas Stadium Addition

Brown Hall Renovation, Phases 1 and 2

Burleson Hall Renovation

New Academic Building

Lamb Hall Renovation

Yoakley Hall Renovation

Powell Hall Renovation

University Commons Expansion

Integrated Health Services Building

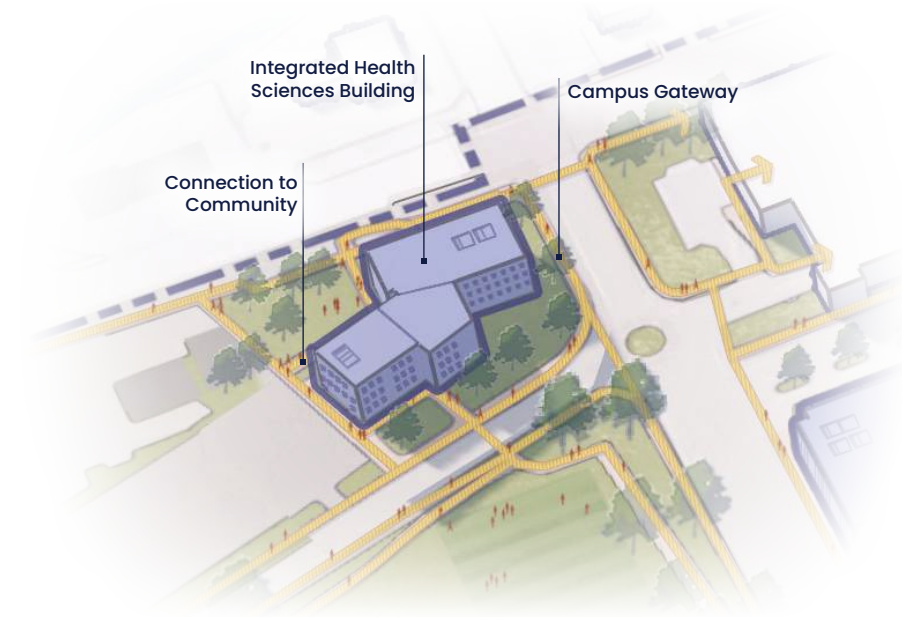
### LEGEND

- Existing Buildings
- Renovated Buildings
- Proposed Buildings



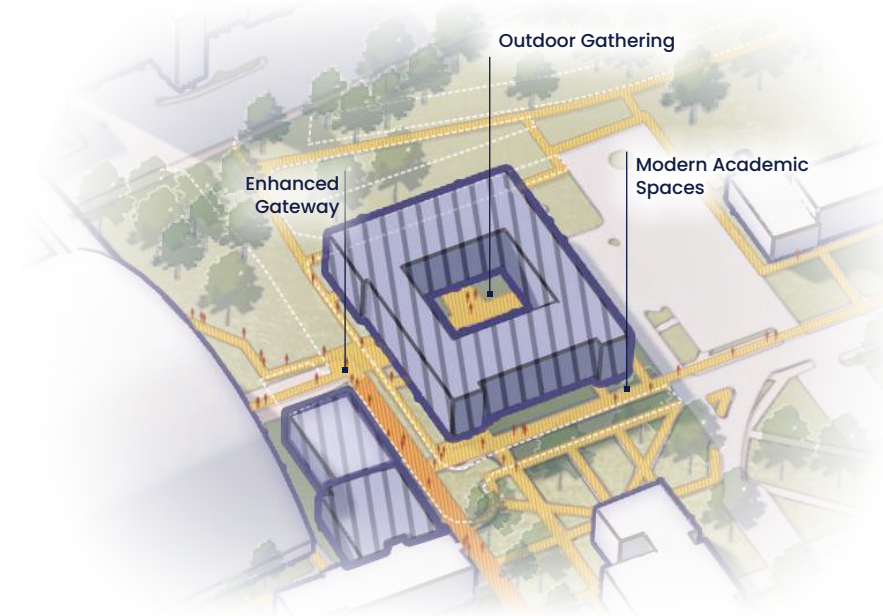


## Integrated Health Services Building



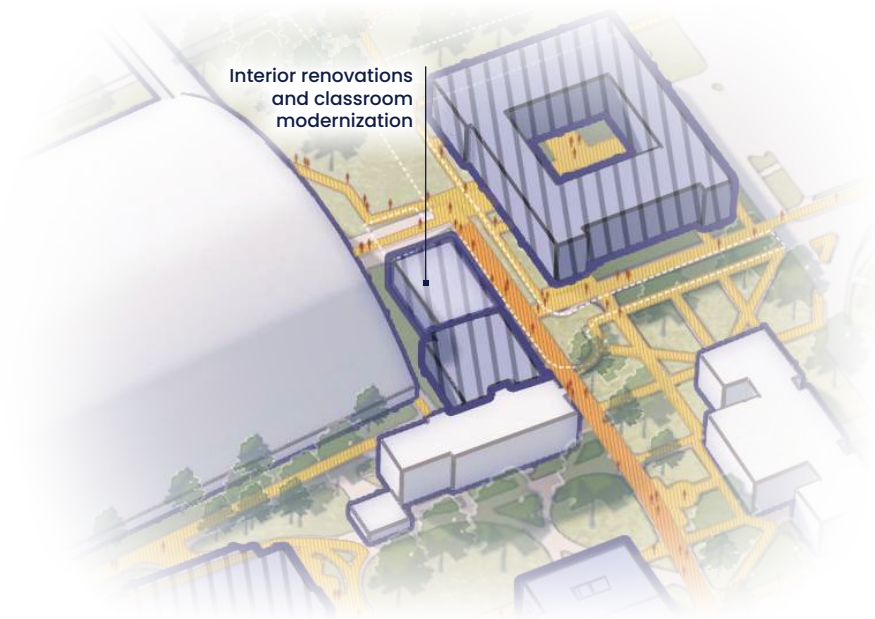
ETSU is planning to construct a new Integrated Health Services Building on the northwest corner of campus, which will span approximately 60,000 square feet. The new building will provide space for the College of Medicine and College of Health Sciences at the campus's western gateway, at the intersection of State of Franklin Road and Jack Vest Drive. The approved and funded facility will include clinical training spaces that serve both patients and undergraduate and graduate students. It will allow the university to provide flexible, community-centric, state-of-the-art instructional space for multidisciplinary programs in Social Work, Family Medicine, Addiction Medicine, Diabetes Management, Physical and Sports Medicine, and Dental Hygiene. The space will provide an integration of classrooms, instructional clinical spaces, offices, and collaboration areas for Interdisciplinary teaching and learning, as well as community outreach.

## Brown Hall Phase 1 and 2 Renovation



Brown Hall is currently undergoing Phase 1 north side building renovations. The university has prioritized the \$45.9 million dollar Phase 2 of Brown Hall renovations to address deferred maintenance, update classrooms, and provide offices for Biological Sciences, Chemistry, and Physics and Astronomy. Renovation of the entire 40,000 square foot building will provide laboratories, computer facilities, graduate and researcher office space and conference and breakout rooms. As one of the largest academic buildings on campus, Brown Hall serves multiple programs, disciplines, students, faculty, and staff. The proposed renovations are scheduled for completion in 2026.

## Burleson Renovation



Burleson Hall will be renovated from an academic building to an administration building for faculty and staff offices.

## University Commons Expansion



SOURCE: FACILITY SYSTEMS CONSULTANTS, LLC, 2023

In 2020, ETSU's Dossett Drive underwent a transformation, giving rise to the University Commons. The closure of Dossett Drive resulted in a distinctive open space, serving as a central gathering point for the campus community. Within this area, students can find spaces for study, relaxation, socializing, and special events.

Building upon the success of the initial pedestrian-focused transformation, Phase 2 of the University Commons is set to be completed in 2024. This next phase aims to create a seamless open space connection from the D.P. Culp Student Center to the William B. Greene, Jr. Stadium, further enhancing the campus experience.



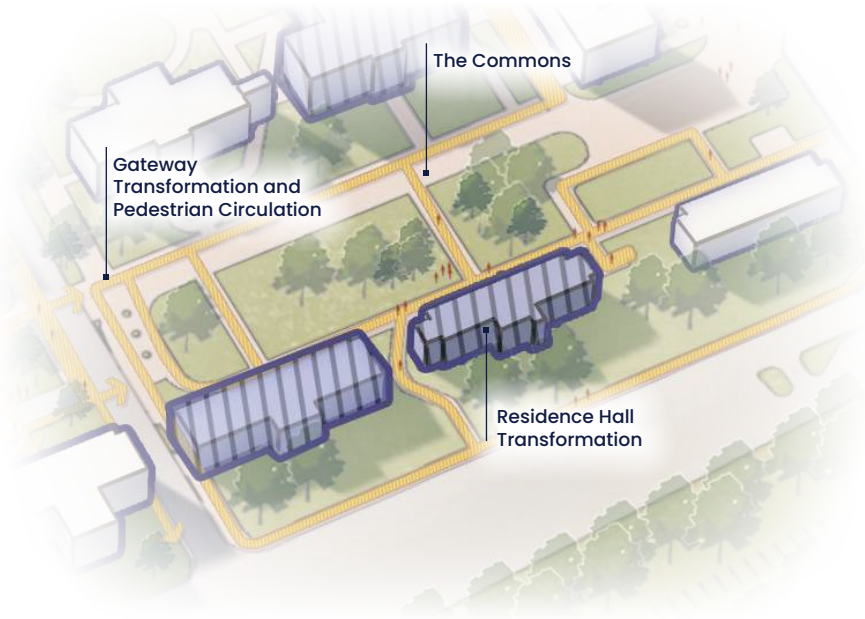
## New Academic Building



SOURCE: CLARK NEXSEN

In 2024, the Campus Center Building underwent demolition, clearing the way for the construction of the new Academic Building. This building will feature flexible classrooms, learning laboratories, student gathering spaces, collaboration atriums, and study spaces. The 62,000 square foot building is poised to become an academic central hub providing state-of-the-art instructional space for undergraduate and graduate students across multiple colleges and disciplines.

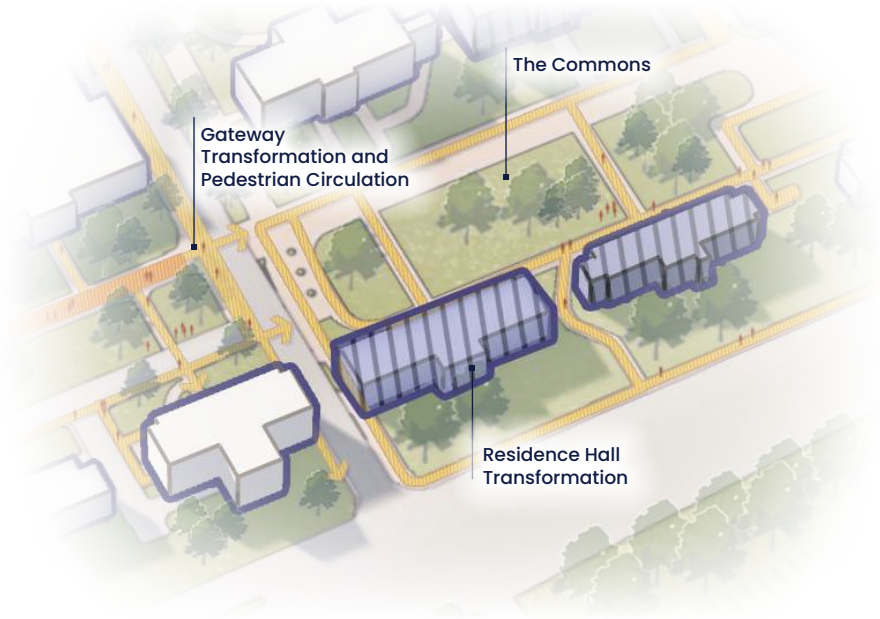
## Yoakley Hall Renovation



Situated along the reimagined University Commons, Yoakley Hall is a former residence hall that now serves as classroom and office space for a variety of programs and multi-functional space. Yoakley is a candidate for conversion back to a residence hall to meet housing needs on campus.

Considerations for program relocation will be required if the use of the building reverts back to a residence hall; however, returning the buildings to a residence hall could provide opportunities to meet the needs of housing deficits across campus. The building could accommodate approximately 80 additional occupants within the campus housing spine and activity center.

## Powell Hall Renovation



Located along the reimagined University Commons, Powell Hall will be renovated to create a better living experience for student residents. Powell Hall houses up to 83 students in double occupancy rooms and is conveniently located near the D.P. Culp Student Center and adjacent to other campus residences.



## Thomas Stadium Addition



ETSU will add a new training facility at Thomas Stadium (built in 2013). The addition will include a new team locker room, coaches' offices, a conference room, and sports medicine office.

## Lamb Hall Renovation



SOURCE: FISHER + ASSOCIATES

Lamb Hall renovations were completed in the Fall of 2023. Lamb Hall houses the colleges of Public Health and Health Sciences. Named after John P. Lamb, Jr., the building includes state-of-the-art classrooms, labs, and several clinical spaces.



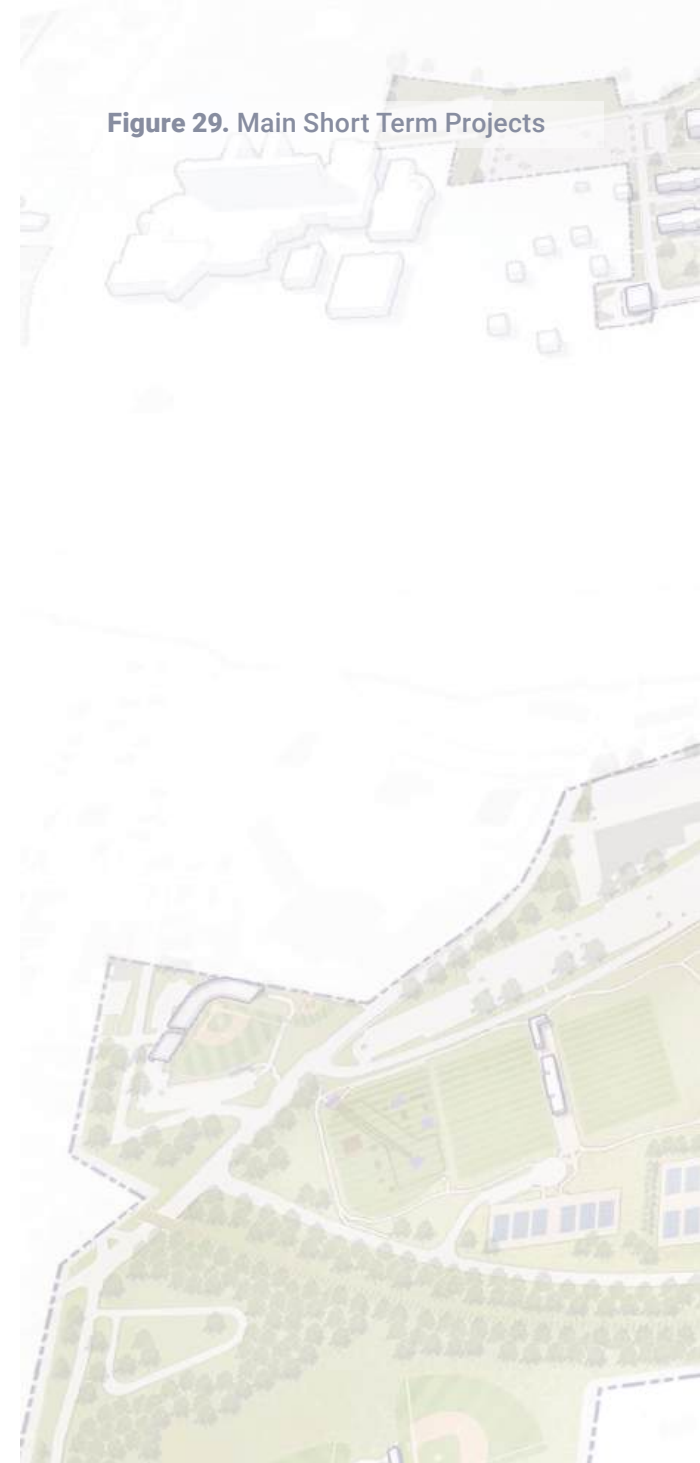


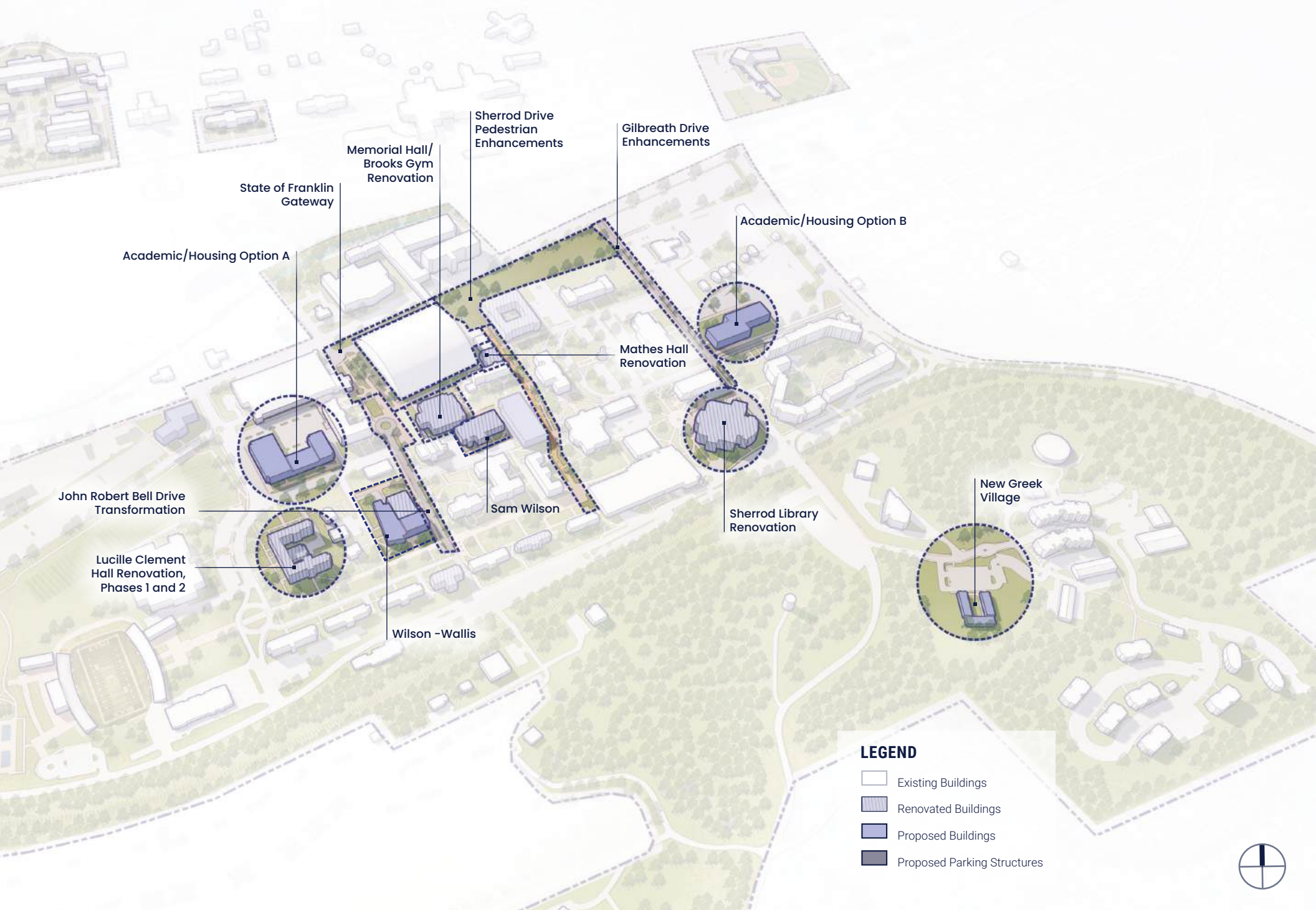
# Main Campus Short-Term (0-10 years) Projects

ETSU has strategically prioritized projects that align with the university's overarching goals. Prioritized projects are designed to uphold the guiding principles outlined in the Campus Master Plan. The plan emphasizes short-term (0- to 10-years) initiatives across the campus, aimed at enhancing student success, transforming the campus experience, revitalizing, and modernizing campus spaces, and ultimately establishing a clear, actionable vision for the future. Short-term projects are listed below and illustrated in **Figure 29**.

- Gilbreath Drive Enhancements
- Sherrod Drive Pedestrian Enhancements
- Lucille Clement Hall Renovation, Phases 1 and 2
- Wilson-Wallis
- Sam Wilson
- New Greek Village
- Sherrod Library Renovation
- John Robert Bell Drive Transformation
- State of Franklin Gateway
- New Academic/Housing - Options A or B
- Memorial Hall/Brooks Gym
- Mathes Hall Renovation

Figure 29. Main Short Term Projects



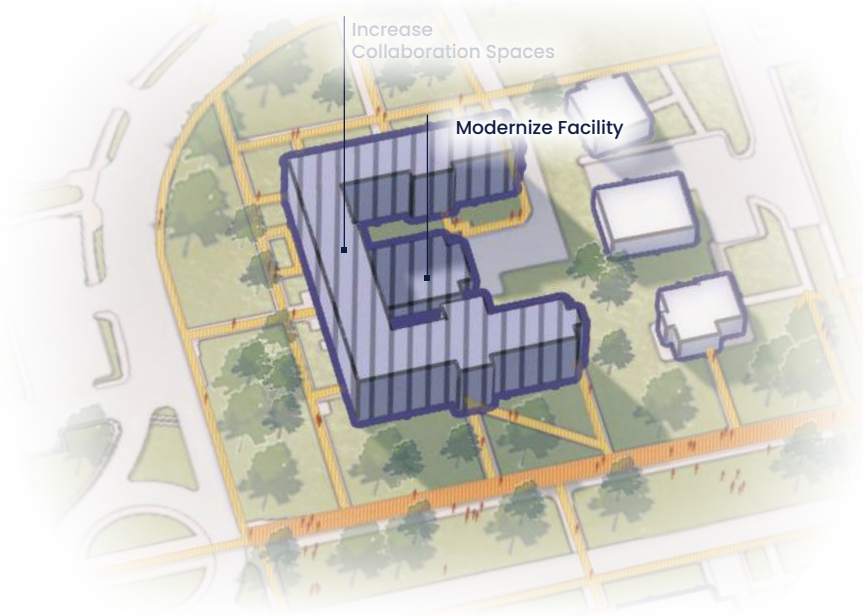


**LEGEND**

- Existing Buildings
- Renovated Buildings
- Proposed Buildings
- Proposed Parking Structures

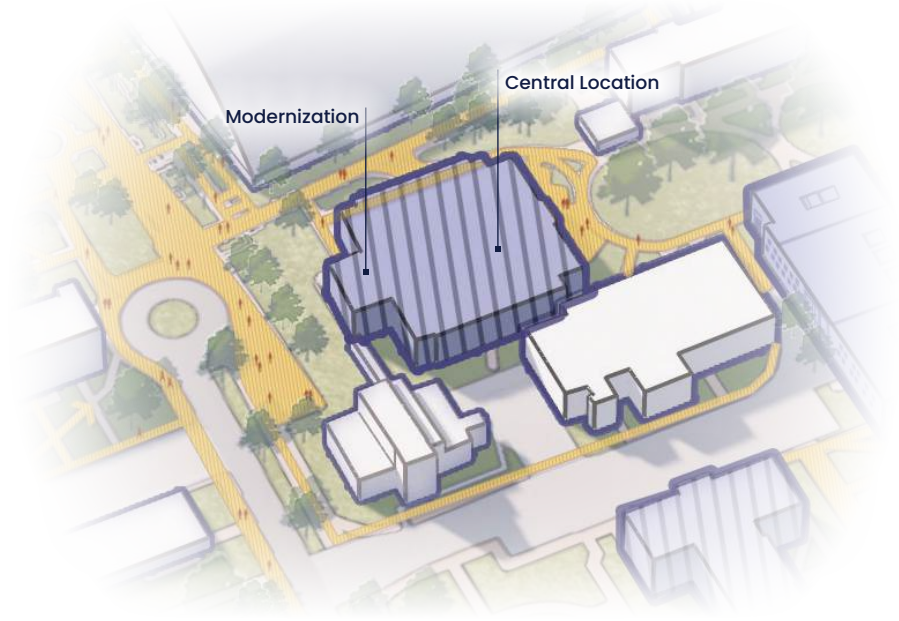


## Lucille Clement Hall Renovation Phase 1 and 2



Lucille Clement Hall is the largest traditional residence hall on campus. Providing 460 total beds and located near the University Commons, the football stadium, and the Basler Center for Physical Activity (CPA), Lucille Clement Hall is a premier location desired by students. Renovation is required and should include the addition of common gathering spaces and renovated semi-private bathrooms to address the changing preferences of students and enhance ETSU's housing portfolio for students. Renovating the residence hall in two phases will be necessary to meet housing needs for on-campus residents.

## Memorial Hall/Brooks Gymnasium Renovation



Home to Women's Basketball, Women's Volleyball and ROTC, Memorial Hall and Brooks Gymnasium provide on-campus facilities for sport programs and training. Memorial Hall overlooks a vibrant and centrally located open space, making it a popular gathering space for students, faculty, and visitors.

Renovations are required throughout the facility to elevate the overall experience within the building. These upgrades would benefit athletic programs with training spaces, locker rooms, and classrooms and enhance the spectator experience.

## New Academic/Housing: Option A or B

### New Academic

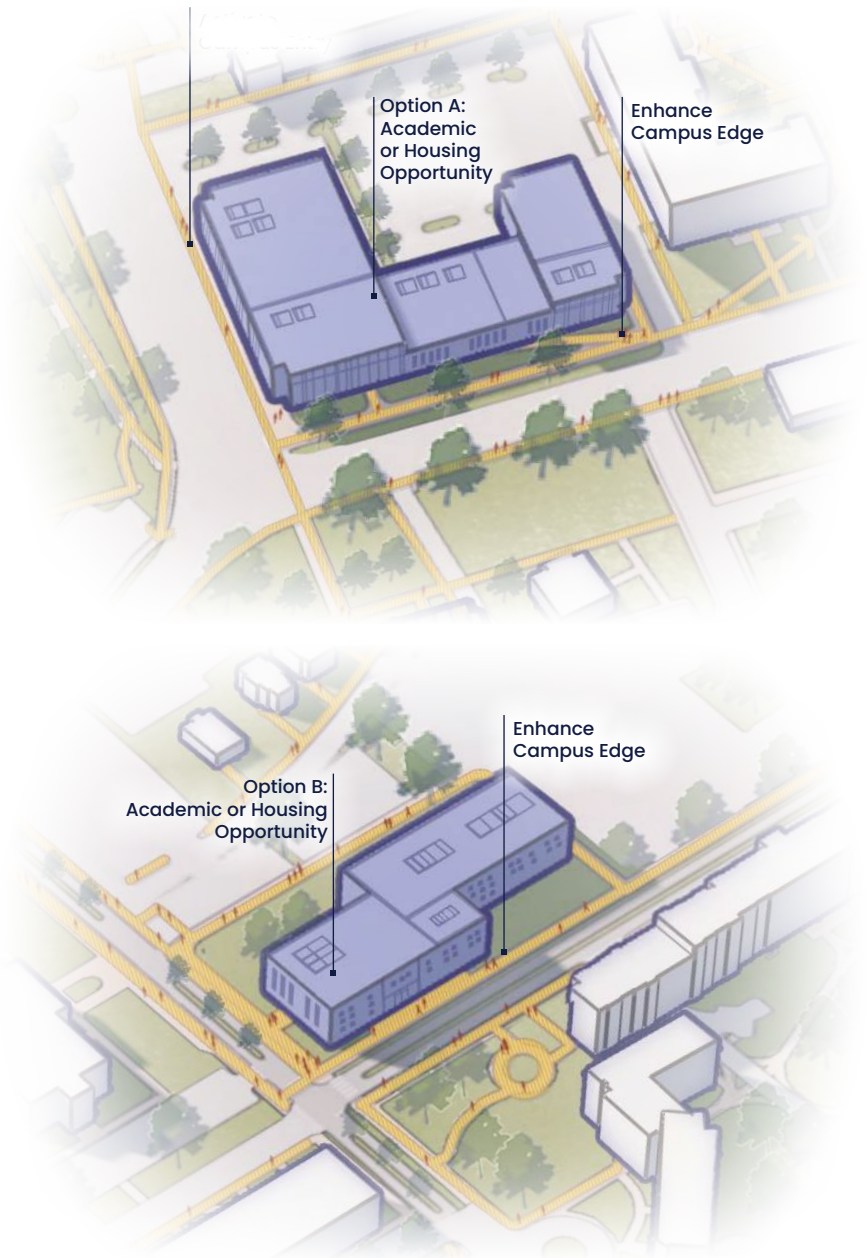
ETSU has strategically pinpointed multiple opportunities for constructing new academic buildings within the campus core. These prime locations span both the east and west sides of the campus, and were chosen for their proximity to the academic core, while simultaneously reinforcing the campus gateways and edges. By focusing on these preferred building sites, ETSU ensures flexibility in accommodating future facility needs as part of its long-term campus growth plan. Expansion of the Engineering and Health Sciences programs will necessitate the need for additional specialized classrooms, labs, and research spaces. Additionally, the adjacency of these building sites to existing housing presents an exciting prospect: the potential to designate them as future residence halls.

### New Housing

ETSU has observed a shift from commuter students to students seeking an on-campus experience. According to housing need analysis, the university has a housing deficit of between 300 to 400 beds. To address this issue, a strategic goal of the Campus Master Plan is to immediately construct a new residence hall. The Campus Master Plan has proposed several recommended locations for new campus housing, with locations adjacent to Lucille Clement and Centennial Halls being prioritized due to their unencumbered location and proximity to existing utility infrastructure on campus. The Campus Master Plan recommends that housing be located adjacent to student services, dining, recreation, and popular student gathering spaces.

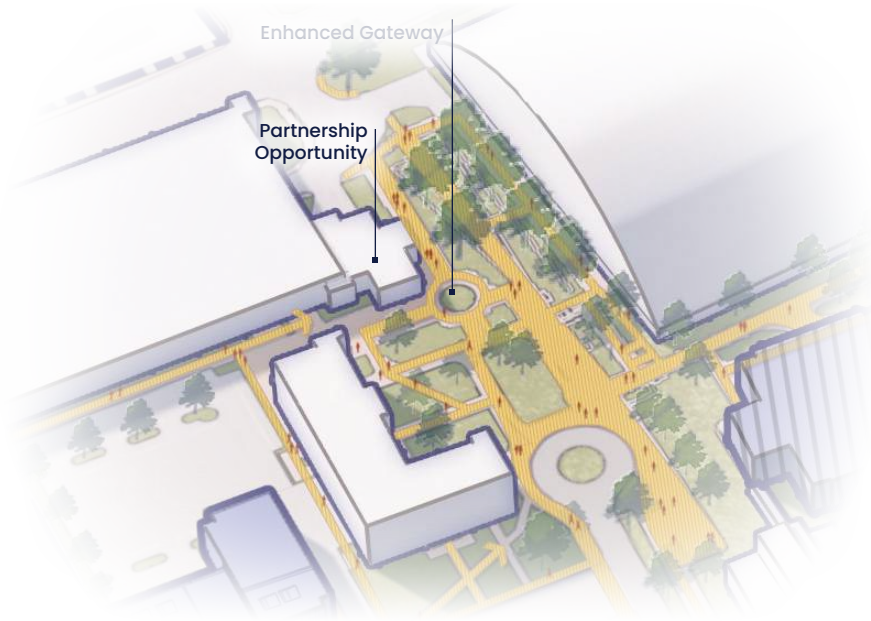
### Auxiliary Dining

The campus currently features one full-service dining location within the Culp Center. Additionally, smaller auxiliary dining options are available at the Sherrod Library and the Tree House. As the university constructs additional residence halls and enrollment grows, there will be a need for more dining choices. To address this, the Campus Master Plan proposes an auxiliary dining location on the west side of campus, near the Basler Center for Physical Activity, Lucille Clement Hall, and any new academic or housing buildings in that area. Furthermore, there is an opportunity to provide additional dining services either through the university or a private provider within the vacant restaurant space within the parking structure adjacent to the Ballard Health Athletic Center (Mini-Dome).



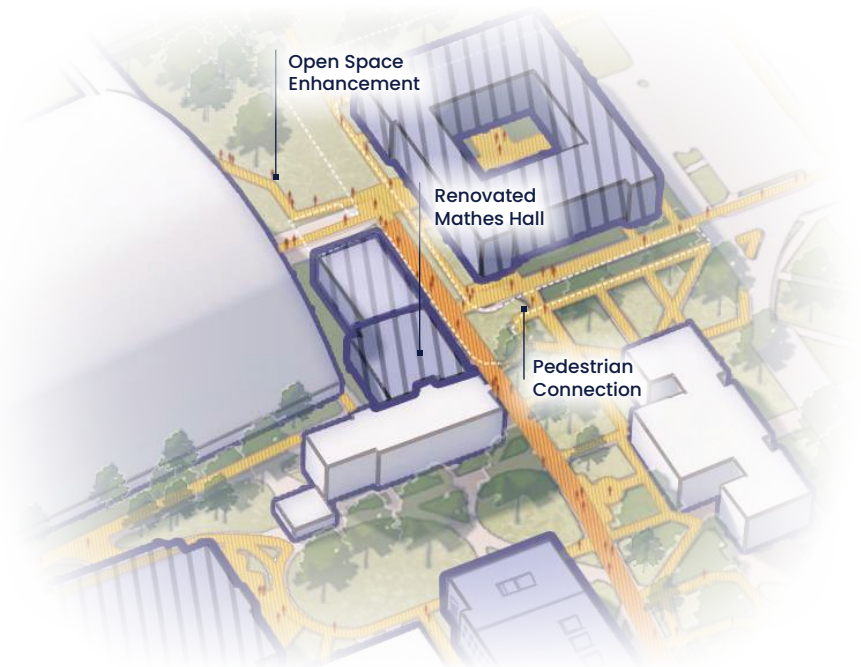


## State of Franklin Gateway



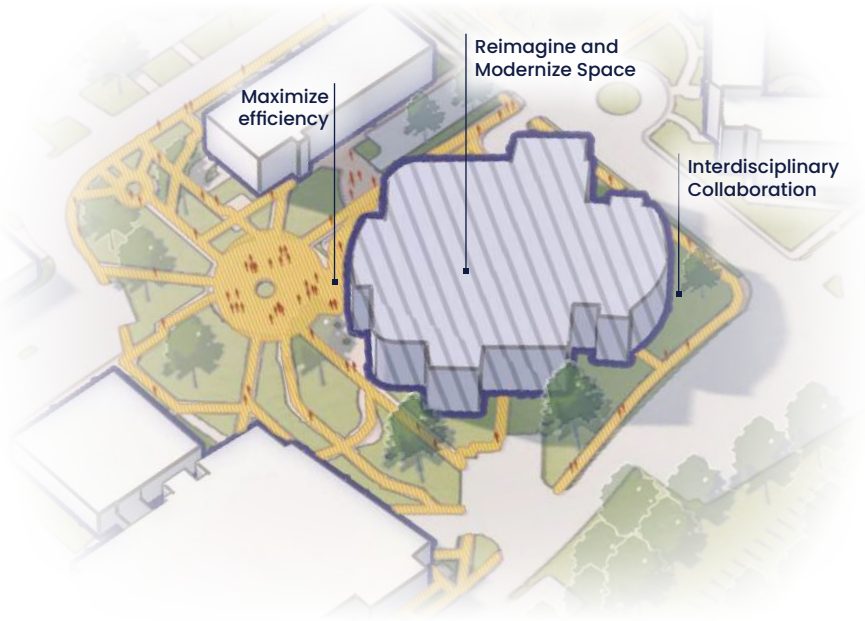
The Ballad Health Athletics Center (Mini-Dome) is a unique and celebrated landmark of ETSU located between the Main Campus entries at Jack Vest and Gilbreath drives. With the closure of Sherrod Drive and the enhancements to the pedestrian bridge entry, the Campus Master Plan recommends additional landscaping enhancements be provided adjacent to the Mini-Dome along State of Franklin Road. The addition of deciduous and coniferous trees, along with manicured and branded landscaping beds, will help screen and enhance the landmark to minimize the scale of the Mini-Dome.

## Mathes Hall Renovation



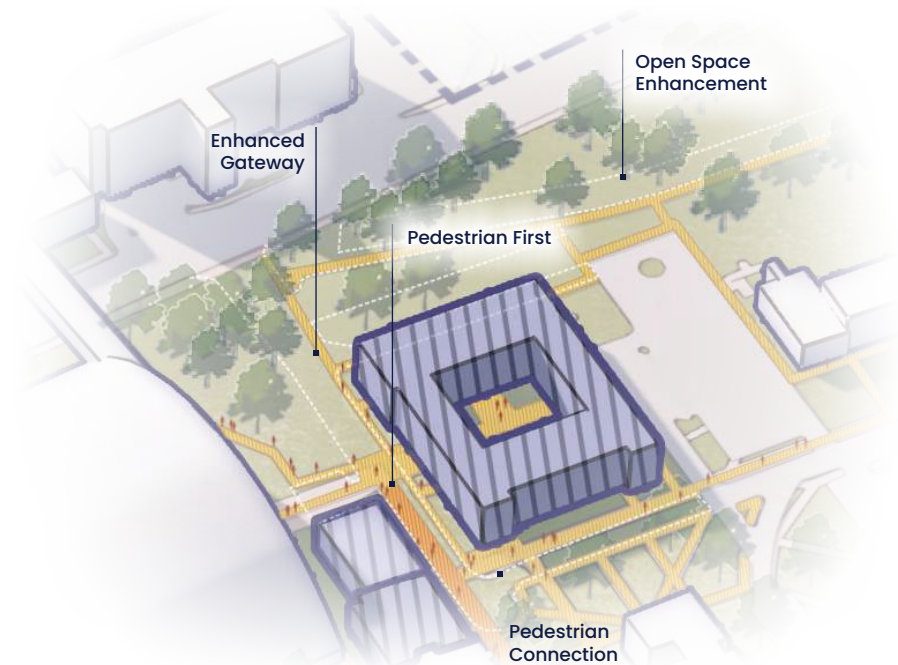
Nestled between Ball Hall and Burleson Hall, Mathes Hall offers a distinctive opportunity for versatile collaboration and meeting spaces. Renovations will be necessary to enhance the building's flexibility.

## Sherrod Library Renovation



Sherrod Library will celebrate its 25-year anniversary in 2024. The university recognizes that research and technology methods have changed the needs of today's students, resulting in changing needs of the library. To address these changes, it is recommended that a library master plan be completed to study the reimagining of library collections, collaboration spaces, student support services, and technology. The modern library will become a center for student gathering, research, collaboration, and study. Opportunities exist for the expansion of digital media, production, and maker spaces, as well as shared simulation and Interdisciplinary collaboration spaces. The goal of the library reimagining is to provide a central location for the campus community to cultivate partnerships amongst academic units that can be synergistic, creating shared spaces for greater efficiency and Interdisciplinary collaboration.

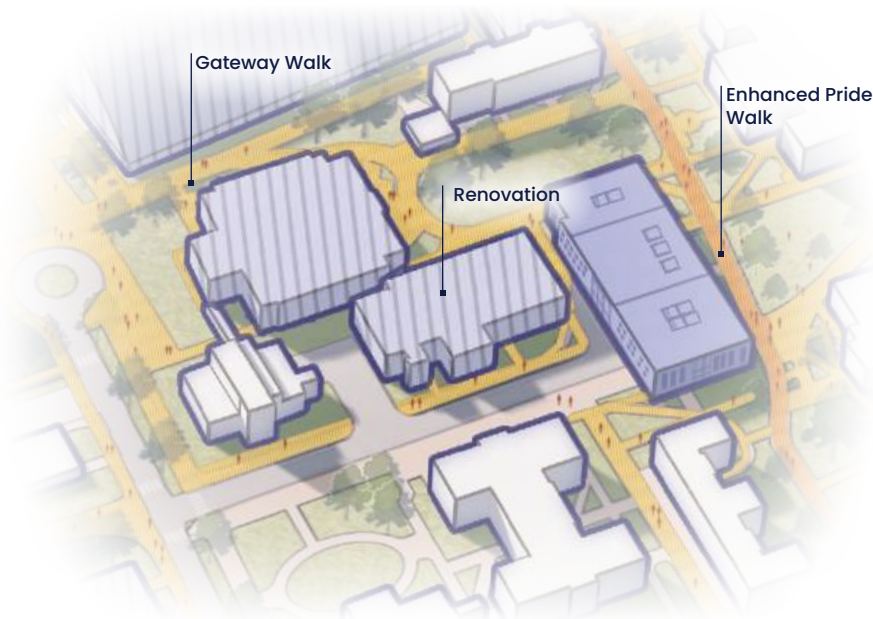
## Sherrod Drive Pedestrian Enhancements



The Campus Master Plan recommends removal of the Sherrod Drive entrance from State of Franklin Road to discourage vehicular movement on the campus interior. Removal of the road will improve the pedestrian experience and gateway entrance from the pedestrian bridge across State of Franklin Road, as well as highlight the grand entrance and access to the Brown Hall courtyard. Following completion of the renovations to Brown Hall, an opportunity exists to enhance the pedestrian experience approaching Brown Hall. Brown Hall is currently surrounded by Sherrod Drive and parking which impedes pedestrian access to the central courtyard. Closure of Sherrod Drive will permit transformation of the gateway experience as visitors exit the pedestrian bridge crossing State of Franklin Road and on the east side of the Ballad Health Athletics Center (Mini-Dome). The Brown Hall courtyard is a memorable place worthy of aesthetic enhancements and respite opportunities.

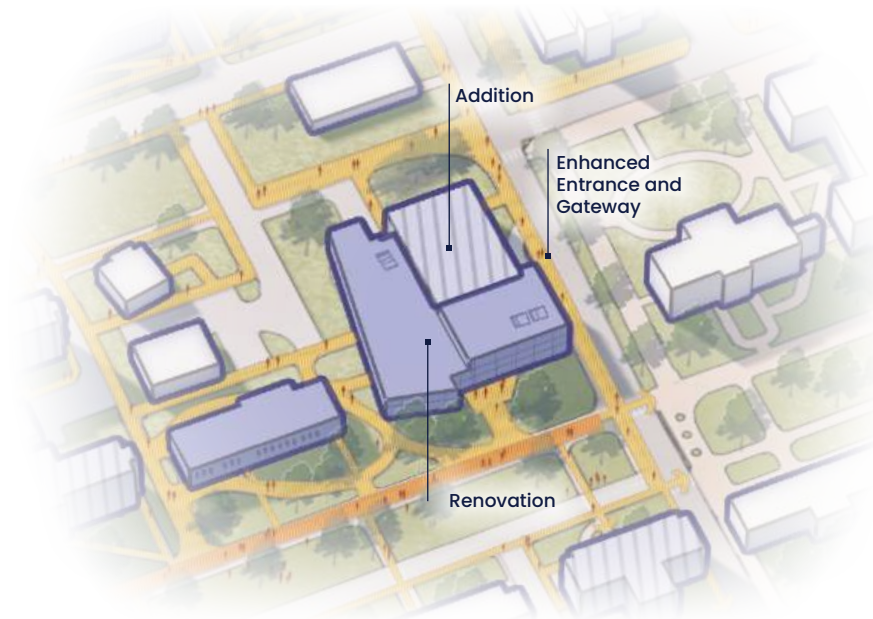


## Sam Wilson Hall Renovation



Sam Wilson Hall is home to the College of Business and Technology and strategically positioned adjacent to the campus central quad, making it a focal point for students, faculty, and visitors. ETSU envisions expanding the program offerings within the college and increasing Interdisciplinary collaboration among several colleges to foster partnerships and add to the dynamic learning environment within the university. The aspiration is to establish Sam Wilson Hall as the definitive home for the College of Business and Technology. Currently, programs are dispersed throughout different buildings and consolidating them under one roof will enhance efficiency and collaboration across the university. Sam Wilson Hall stands at the intersection of innovation, poised to elevate the College of Business and Technology's impact on campus but requires building modernization and renovation.

## Wilson-Wallis Hall Renovation and Addition

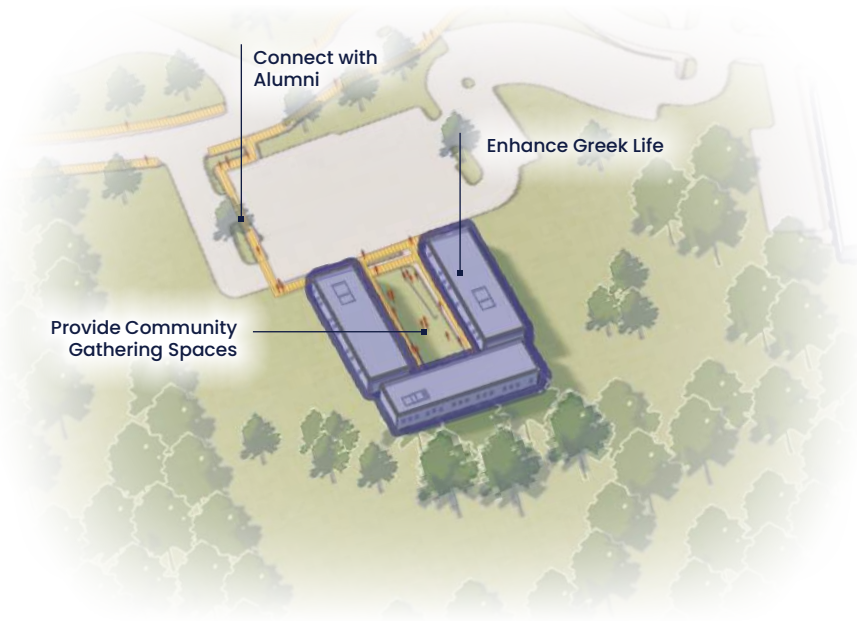


Wilson-Wallis Hall, though currently below average in the building and facility condition assessment, holds immense potential for transformation. As part of the Campus Master Plan, ETSU envisions revitalizing this space to align with evolving needs of its engineering programs. Recognizing the urgency, ETSU proposes an interim solution that includes renovation and addition to accommodate growing engineering programs. By optimizing existing spaces and adding new ones, ETSU aims to create a state-of-the-art hub for engineering learning, collaboration, innovation, and research. Classroom upgrades will require modern, flexible learning spaces. Laboratory upgrades will require cutting edge technology and simulation spaces, and research facilities for faculty and students are integral to the aspirations of ETSU.

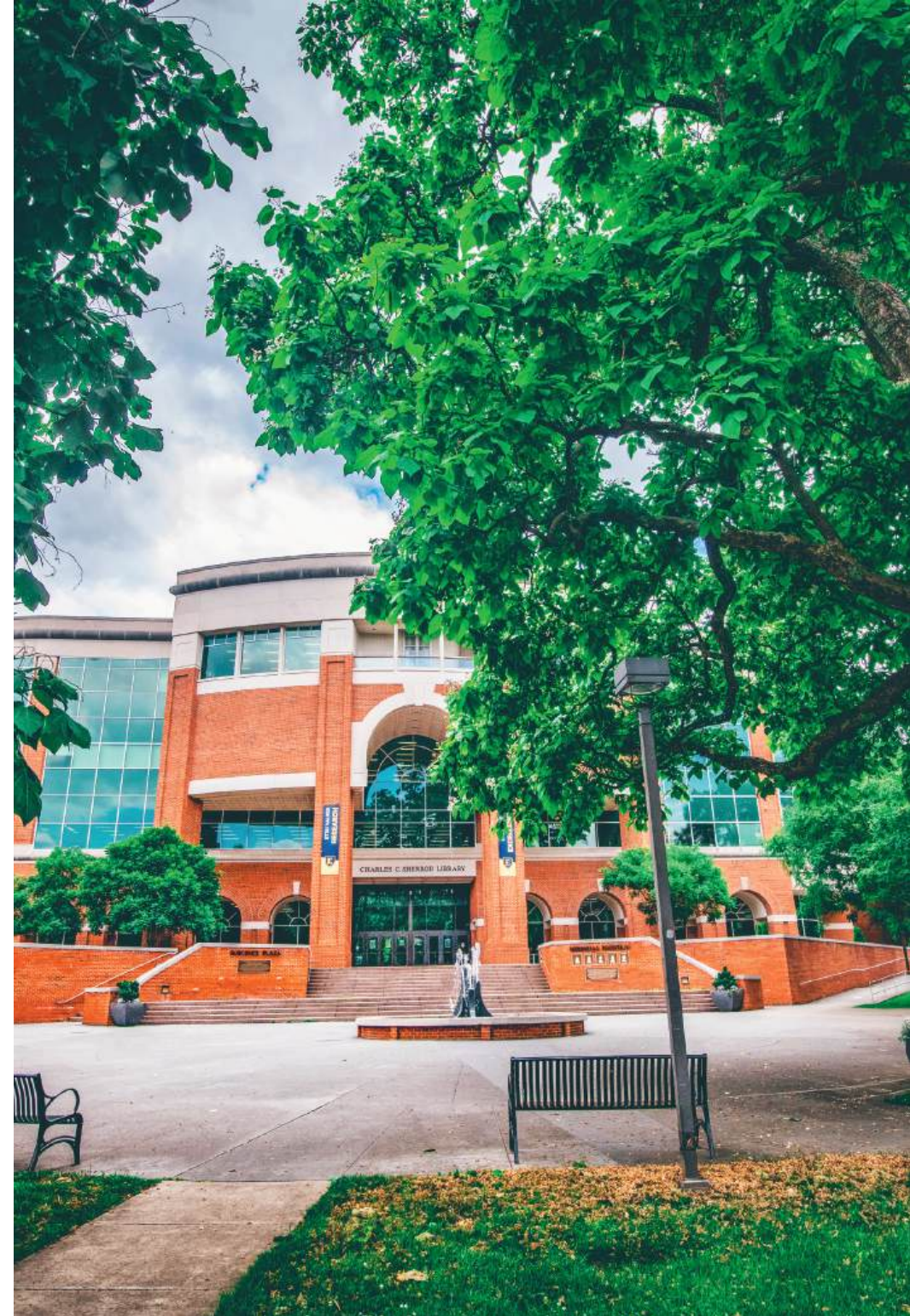
In the future, a new engineering building proposed on the campus edge will provide an impressive gateway at the campus entrance conveniently located adjacent to parking for ease of visitor and research partner collaboration opportunities.



## New Greek Village



Greek Life is growing at ETSU. There is an opportunity on campus to build community, provide a sense of belonging, and increase alumni relations through the addition of a Greek Village community house. A location proposed adjacent to Buccaneer Ridge provides ample space for visitors and the campus community to assemble near campus and within walking distance of campus events and activities.





**Figure 30. Gilbreath Drive Enhancements**

# Gilbreath Drive Enhancements

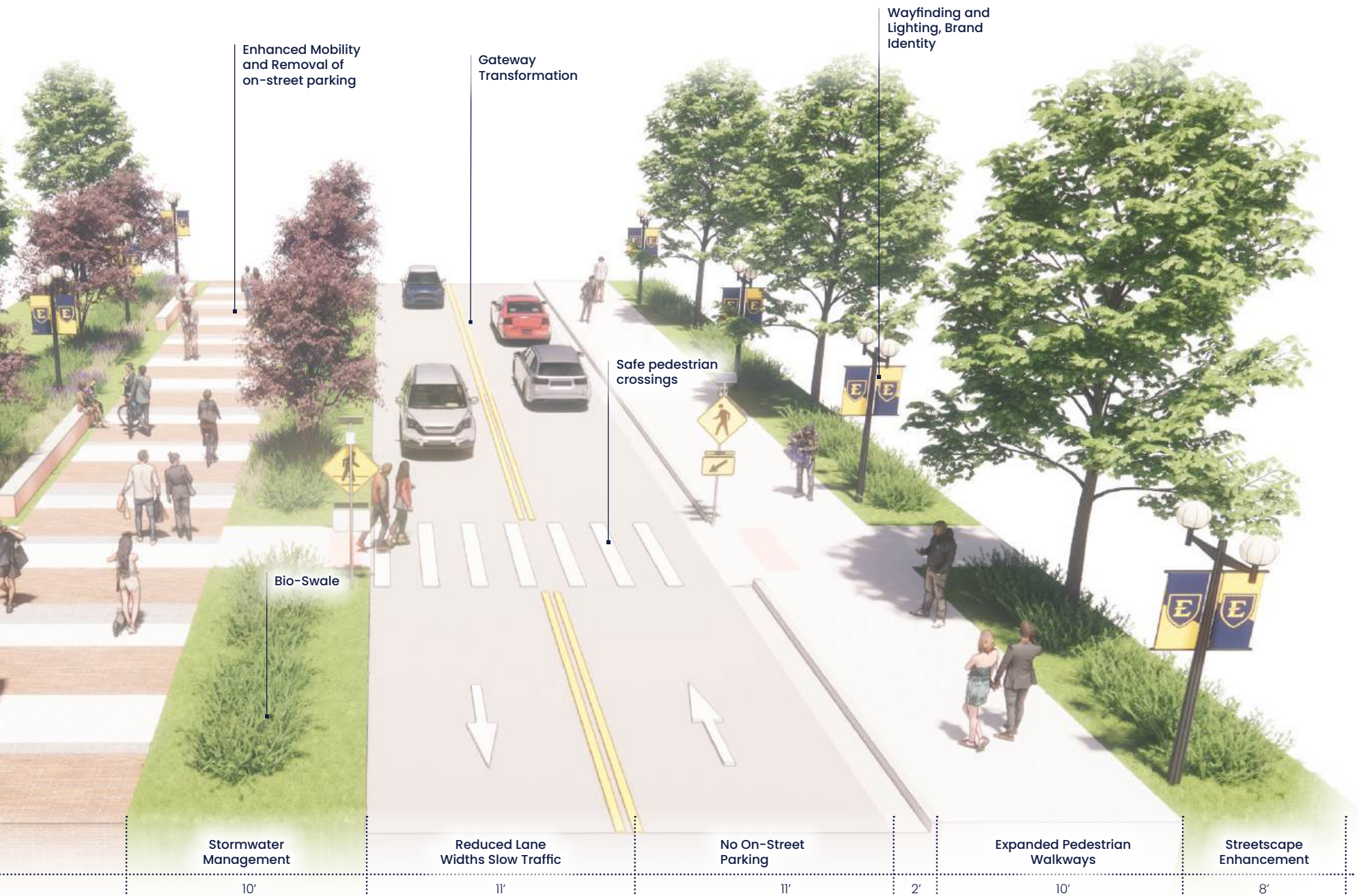
Gilbreath Drive provides a primary gateway and entry to campus and impedes pedestrian connectivity from campus parking and housing. The Campus Master Plan recommends Gilbreath Drive be reimagined to prioritize safe pedestrian access to campus and as an opportunity to provide a first impression gateway experience for campus visitors (**Figure 30**). Recommendations include elimination of on-street parking, addition of bicycle lanes; streetscape enhancements such as street lighting with ETSU branding, street trees and landscaping; stormwater management; and enhanced, safe pedestrian crosswalks.



**GILBREATH DRIVE TODAY**









**Figure 31. John Robert Bell Drive Transformation**

# John Robert Bell Drive Transformation

John Robert Bell Drive serves as a vital pedestrian and vehicular gateway to campus, connecting the Ballad Health Athletics Center (Mini-Dome) and the University Commons. However, the current state presents challenges with inconsistent parking alignment and limited pedestrian accessibility. Enhancing the streetscape and mobility along John Robert Bell Drive reduces pedestrian and vehicular flow conflicts, standardizes a uniform parking layout ensuring efficiency and safety, and enriches the aesthetics of the campus to match its significance as a prominent campus entry point, contributing to a seamless experience for various types of mobility (Figure 31).



**JOHN ROBERT BELL DRIVE TODAY**







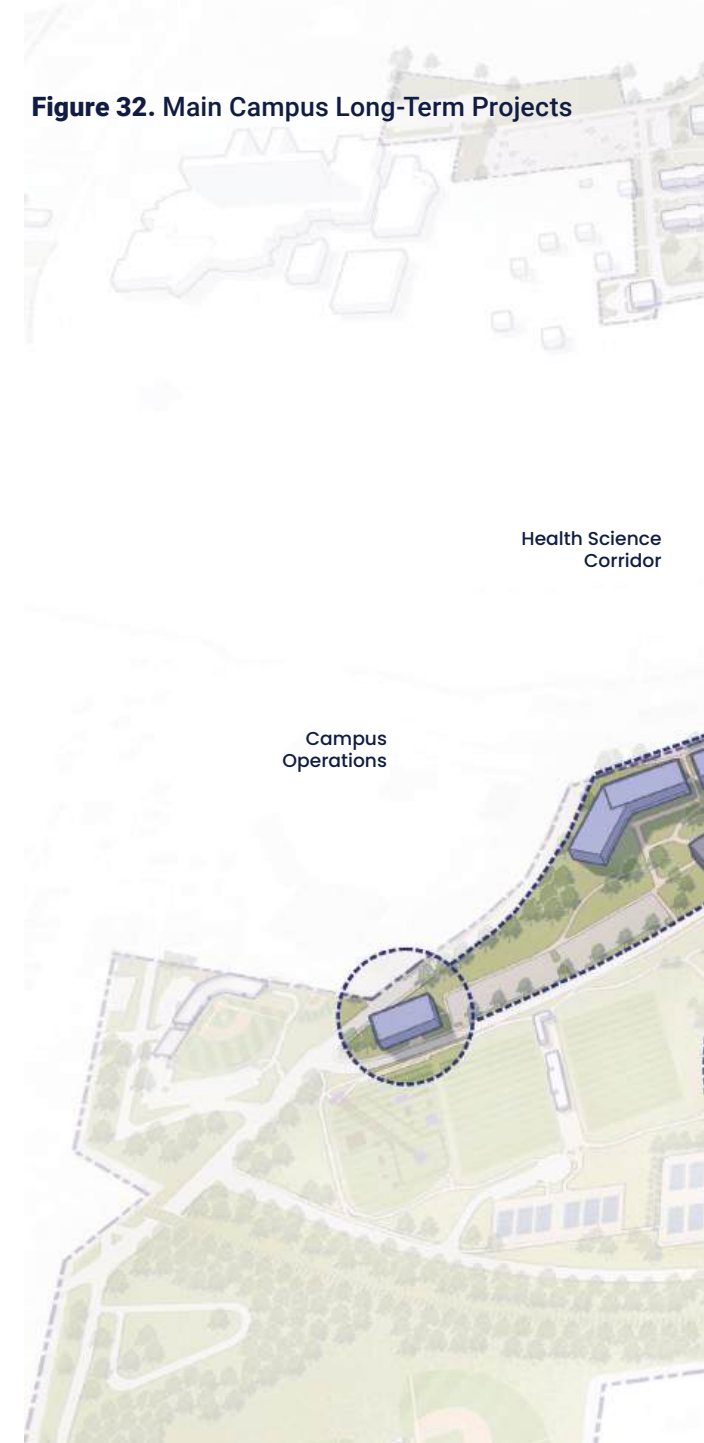


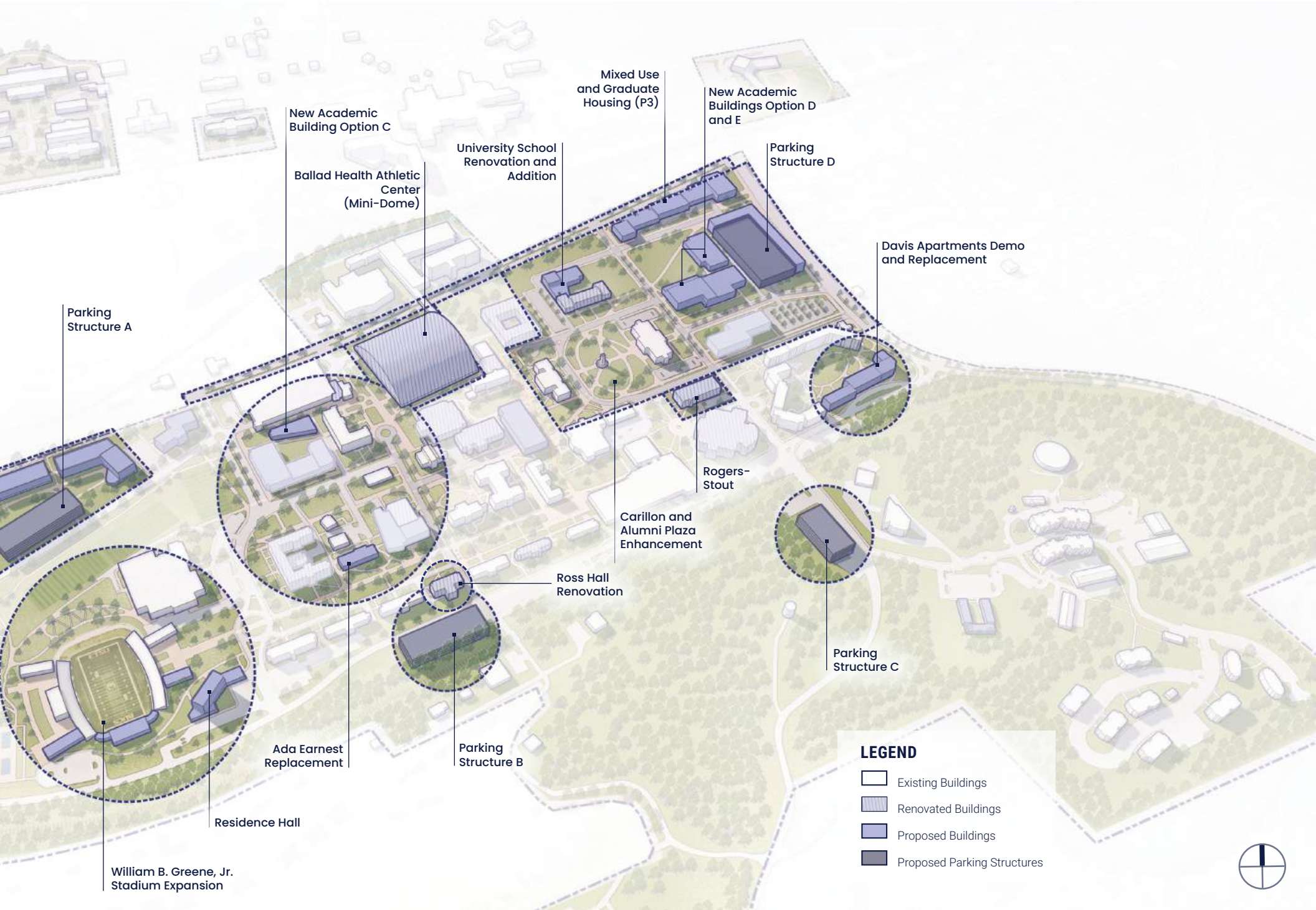
# Main Campus Long-Term (10+ years) Projects

ETSU aims to expand both enrollment and programs across the university, fulfilling its mission to support students and the Appalachian region. The long-term initiatives outlined in the Campus Master Plan represent crucial projects. However, due to fiscal constraints, they have been designated as 10+ year initiatives. It is essential to periodically assess changing campus requirements as student needs evolve and leadership transitions take place. Long-term projects are illustrated in **Figure 32** and listed below.

- Rogers-Stout Hall
- Ross Hall Renovation
- Ada Earnest Replacement
- New Residence Hall
- Ballad Health Athletic Center (Mini-Dome)
- Carillon and Alumni Plaza Enhancement
- Health Science Corridor (Phases 1-3)
- Parking Structure (Options A-D)
- University School Renovation and Addition
- Davis Apartment Demo and Replacement
- Mixed Use and Graduate Housing (P3)
- Campus Operations (Bond Building)
- New Academic Buildings (Option C, D, or E)
- William B. Greene, Jr. Stadium Expansion

**Figure 32. Main Campus Long-Term Projects**





Parking Structure A

New Academic Building Option C

Ballad Health Athletic Center (Mini-Dome)

University School Renovation and Addition

Mixed Use and Graduate Housing (P3)

New Academic Buildings Option D and E

Parking Structure D

Davis Apartments Demo and Replacement

Rogers-Stout

Carillon and Alumni Plaza Enhancement

Ross Hall Renovation

Parking Structure C

Ada Earnest Replacement

Parking Structure B

Residence Hall

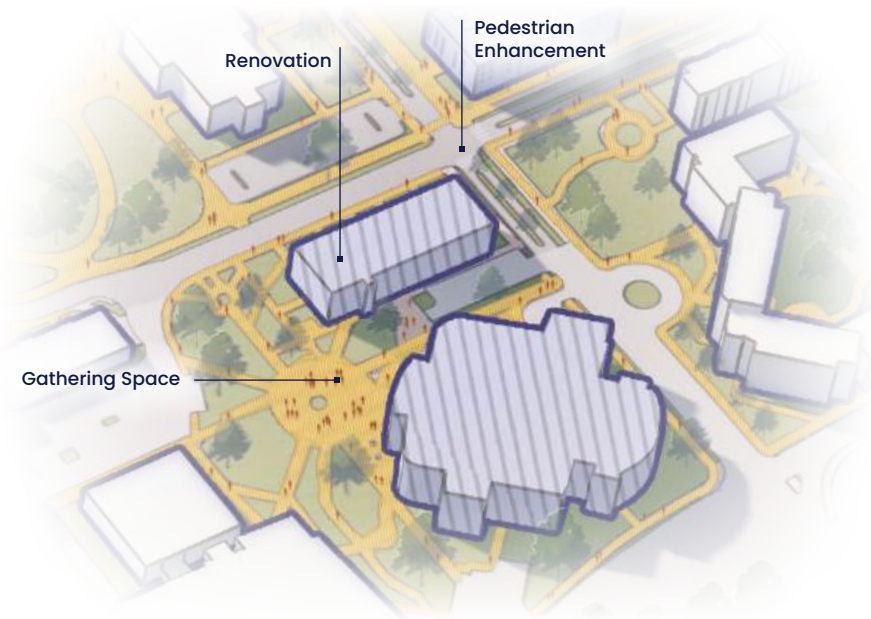
William B. Greene, Jr. Stadium Expansion

#### LEGEND

- Existing Buildings
- Renovated Buildings
- Proposed Buildings
- Proposed Parking Structures

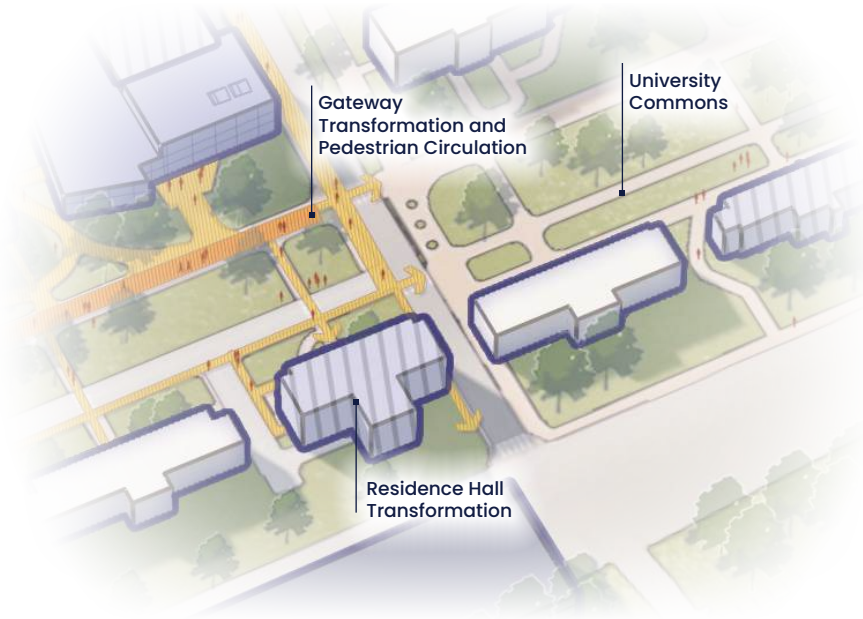


## Rogers-Stout Hall Renovation



Rogers-Stout Hall enjoys a strategic location in close proximity to residence life facilities and vibrant student activity hubs. Home to several programs within the university's largest college, the College of Arts and Sciences, Rogers-Stout Hall features double-loaded corridors, providing the necessary flexibility and adaptability to cater to both classroom instruction and administrative office requirements. However, to fully align with evolving pedagogical approaches, comprehensive renovations throughout Rogers-Stout Hall are imperative. These enhancements will not only maximize educational adequacy but also bolster ETSU's commitment to dynamic, student-centered learning experiences across multiple colleges and departments.

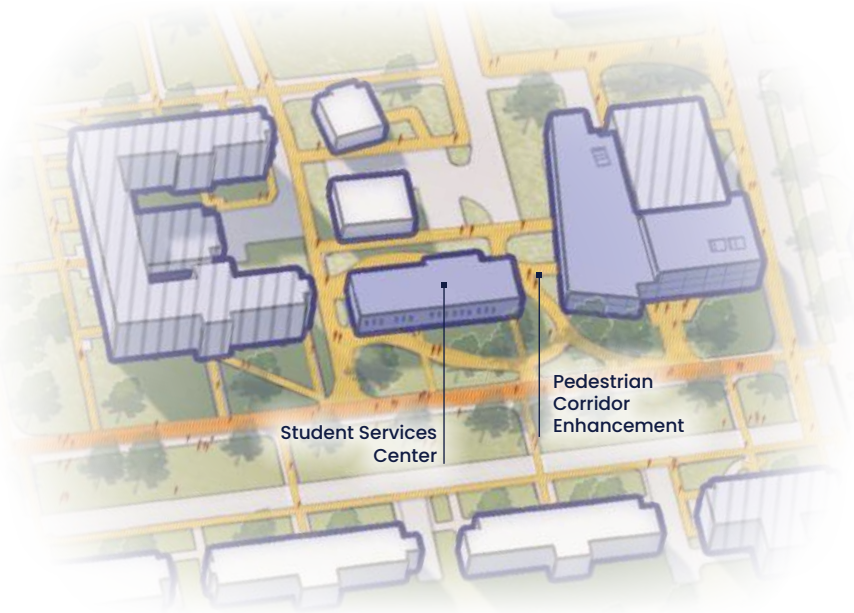
## Ross Hall Renovation



Ross Hall is a former residence hall that now serves as classroom and office space for a variety of programs and multi-functional spaces. Ross is a candidate for conversion back to a residence hall to meet housing needs on campus.

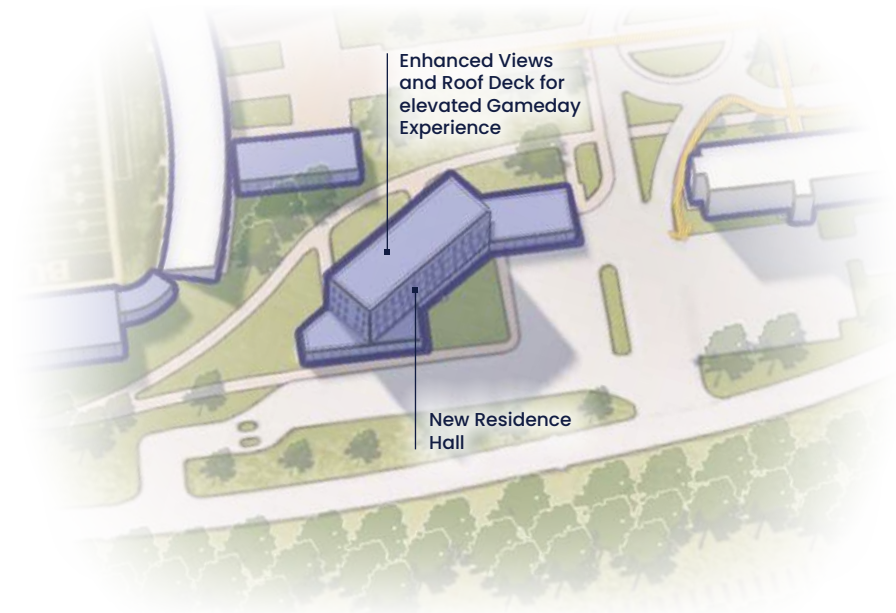
Considerations for program relocation will be required if the use of the building reverts back to residence; however, returning this building to a residence hall could provide an opportunity to meet the needs of housing deficits across campus. The building could accommodate approximately 80 additional occupants within the campus housing spine and activity center.

## Ada Earnest Replacement



Ada Earnest serves as a centrally located hub for supporting ETSU's growing international student population. Situated along the University Commons, this single-story building houses International Enrollment and Services offices, meeting rooms, gathering spaces, and comprehensive international student support. As ETSU's international student community continues to expand, there will be a need for additional space to meet multicultural service and support demands. The long-term campus vision involves replacing the existing Ada Earnest building. Given its prominent location along the University Commons, ETSU envisions the site as a new multicultural center, student housing, a veterans center, or another facility dedicated to student support and engagement.

## New Residence Hall

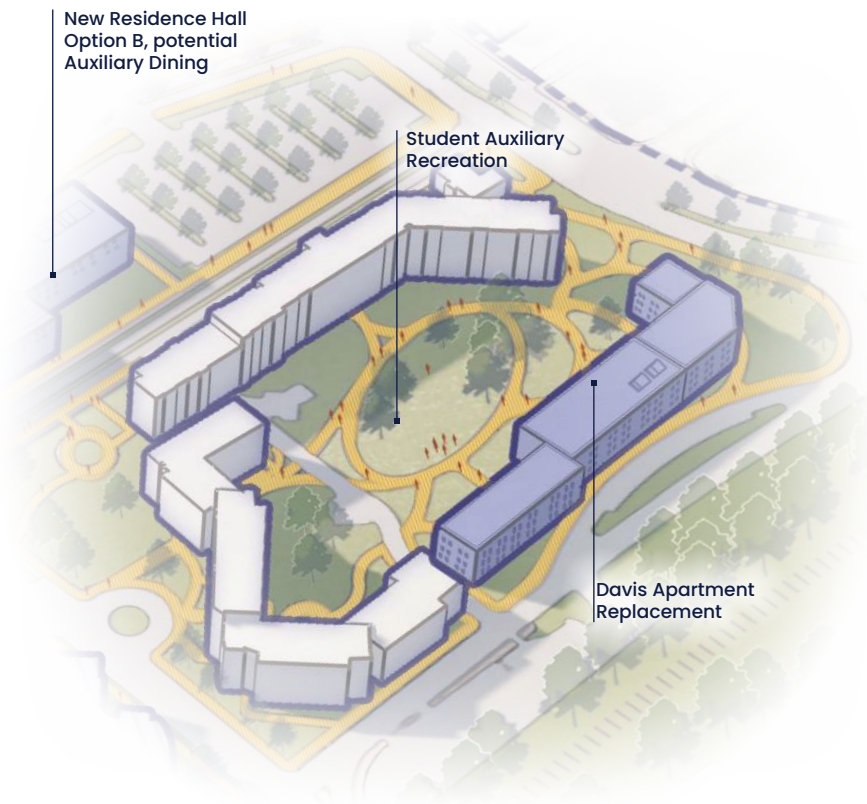


The overarching vision for the campus is to invigorate the central campus and extend student engagement hours. By relocating Campus Operations to the western edge of campus, opportunities emerge to enhance and strengthen the connection to the William B. Greene, Jr. Stadium. Additionally, constructing more on-campus housing adjacent to the University Commons, stadium, and recreation facilities will accommodate the growing student enrollment and housing needs.



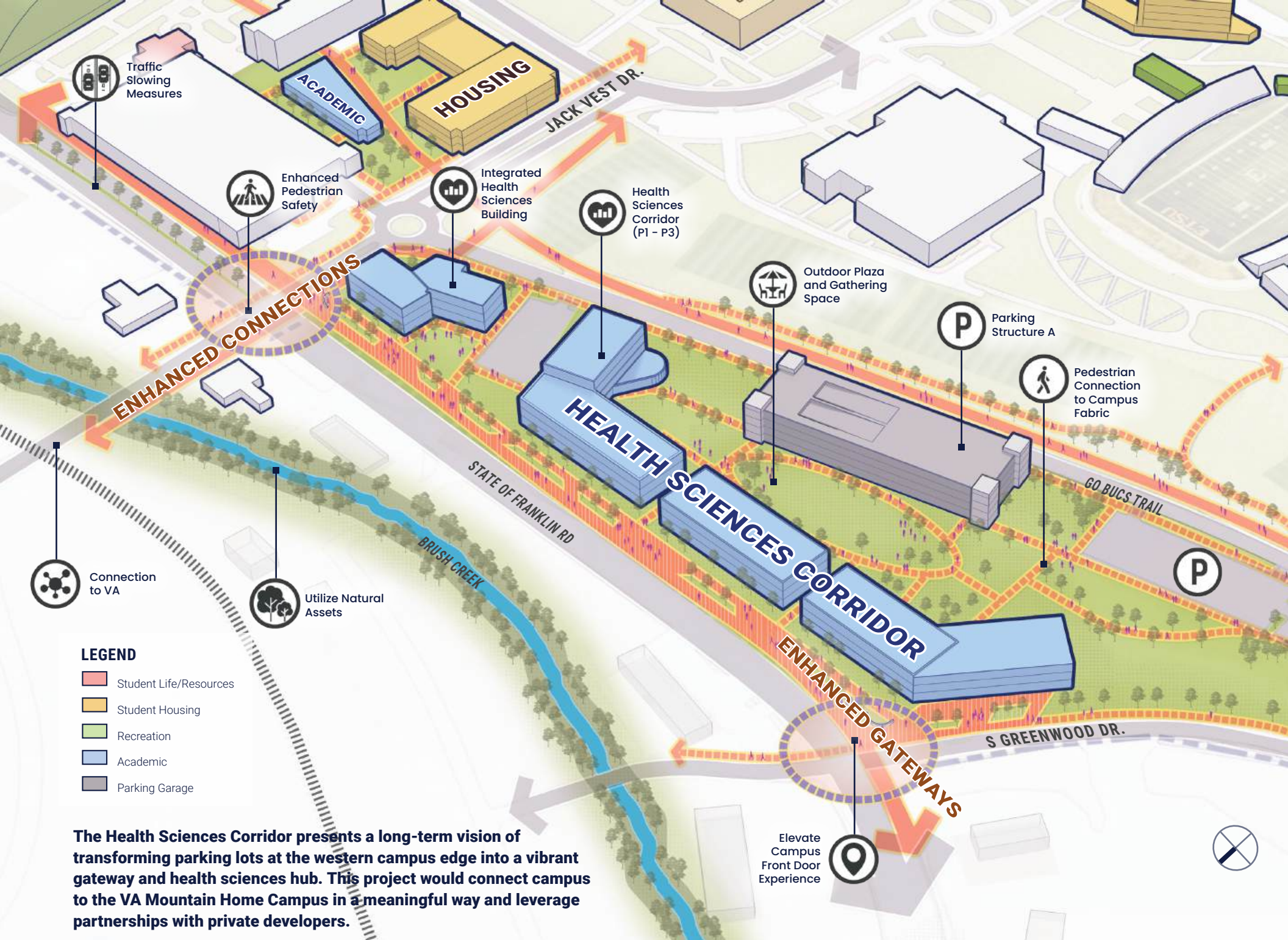
## Davis Apartments Demolition and Replacement

Campus housing is a priority of the Campus Master Plan. Construction of a new residence hall is the highest priority on campus to meet immediate housing capacity needs. Davis Apartments facilities require extensive renovation and deferred maintenance and no longer meet the needs of the current student population; however, it can provide housing swing space as an interim housing solution. Upon completion of short-term project steps, including construction of a new residence hall and planned renovations at Lucille Clement Hall, Davis Apartments can be demolished and reconstruction can be planned.



## Health Sciences Corridor

In alignment with the 125 Chapter II Strategic Vision, there is a strategic proposal to establish a health care corridor along State of Franklin Road and the western gateway to campus. Leveraging university-owned land, ETSU aims to create a dedicated health sciences corridor that caters to the evolving demands of our growing health care programs. This corridor, complementing the Integrated Health Services Building, fosters enhanced collaboration in research, education, and community service, serving as a vital gateway to our campus.



**LEGEND**

- Student Life/Resources
- Student Housing
- Recreation
- Academic
- Parking Garage

The Health Sciences Corridor presents a long-term vision of transforming parking lots at the western campus edge into a vibrant gateway and health sciences hub. This project would connect campus to the VA Mountain Home Campus in a meaningful way and leverage partnerships with private developers.



## Parking Structures

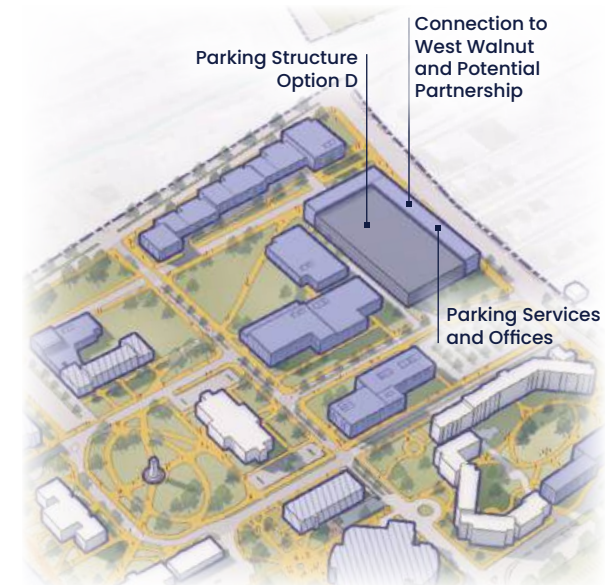
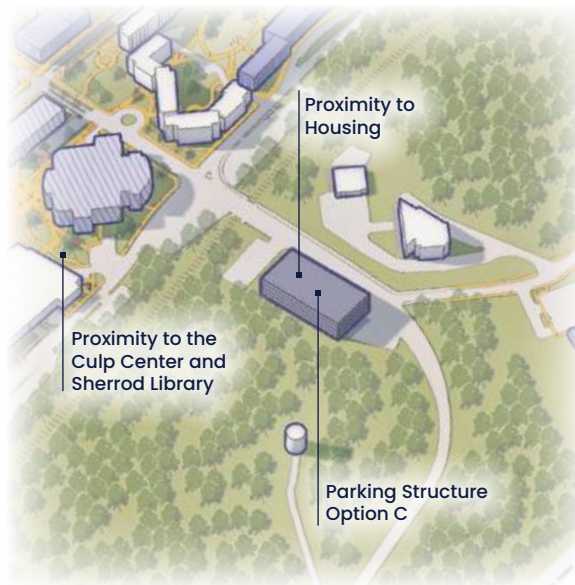
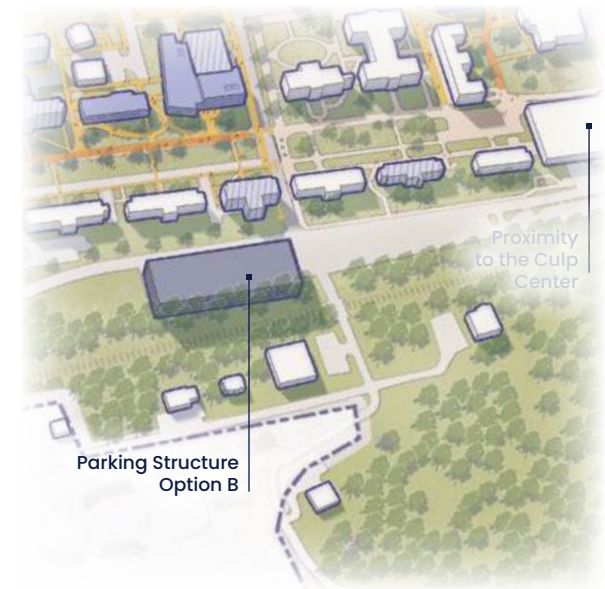
Campus enhancement and growth opportunities across campus have been identified as part of the Campus Master Plan. To support the proposed facilities, projected growth, efficient use of land holdings, and sustainability efforts, several locations have been identified for the construction of parking structures.

**Option A** is proposed adjacent to the Health Sciences Corridor to serve the expanded needs of campus and the community accessing the health and wellness services on the western side of campus.

**Option B** is proposed along J.L. Seehorn Jr., Road to provide additional parking for events at William B. Greene, Jr. Stadium, the Culp Center, and Sherrod Library.

**Option C** is proposed on the southeast side of campus adjacent to University Woods and Buccaneer Ridge.

**Option D** is proposed on the east side of campus adjacent to the West Walnut gateway. Johnson City is actively investing in the Walnut Street redevelopment, which opens up exciting partnership opportunities and encourages resource collaborations. By providing additional opportunities to blur the boRders between the campus and the city, enhanced campus gateways and expanded connectivity improves the “town-and-gown” relationship and provides economic development opportunities for both partners.

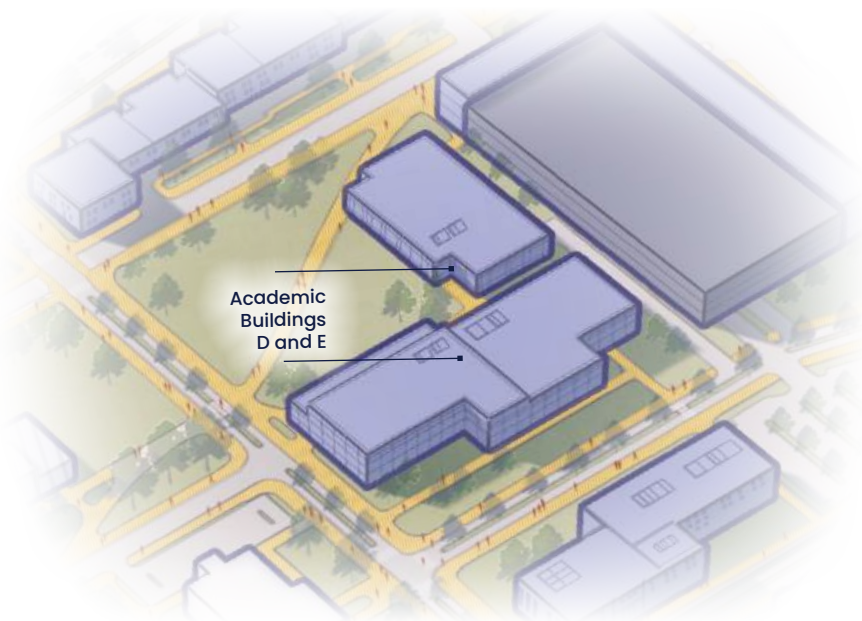
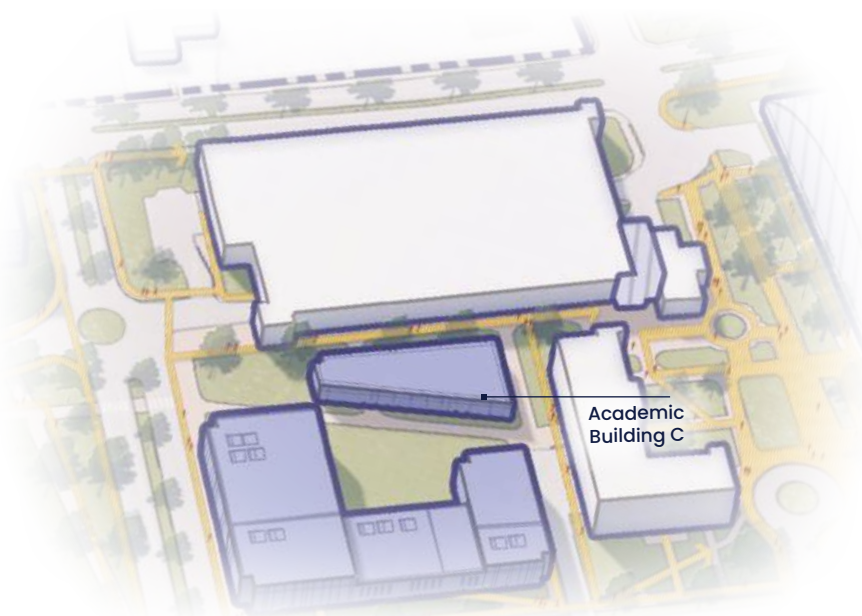


## New Academic Buildings: Options C, D, and E

As part of the Campus Master Plan, ETSU is actively preparing for enrollment and program expansion. Several potential academic building sites have been identified for consideration.

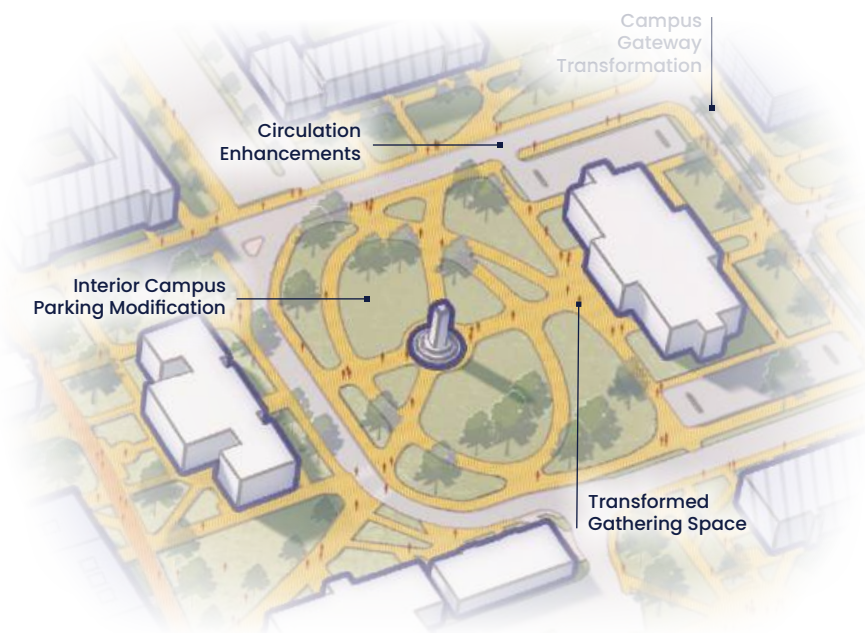
**Academic Building C** is located adjacent to the existing ETSU Parking Garage, this site has the potential to provide additional academic space for the Clemmer College of Education and Human Development or to accommodate the expansion of the Department of Media and Communications. Its proximity to athletics facilities and events, along with visibility from the ETSU Information Center, makes it strategically positioned at the campus gateway along Jack Vest Drive and State of Franklin.

**Academic Buildings D and E** are situated on the east side of campus within an existing parking lot. As ETSU develops the eastern edge of campus near the West Walnut Corridor, there are significant opportunities to extend campus energy in this location. Notably, this area could serve as an outdoor performance open space, particularly as ETSU explores opportunities to expand Bluegrass, Old-Time, and Roots Music Studies.



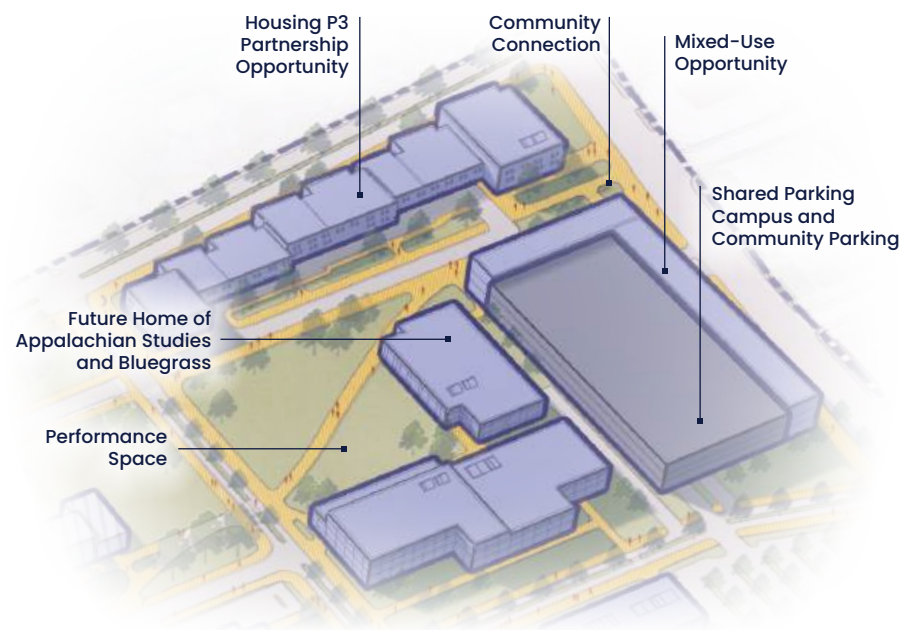


## Carillon and Alumni Plaza Enhancement



The ETSU Foundation Carillon and Alumni Plaza, a cherished landmark on campus, stands between Gilbreath and Burgin Dossett halls. Its presence contributes significantly to the character and ambience of the university. The interplay of circulation, open spaces, and the pedestrian experience shapes the overall feel of campus. As part of the Campus Master Plan, transformation is proposed: the parking lots surrounding the Carillon bell tower will be converted into memorable open spaces. This strategic move aims to enhance both the campus character and mobility. By reducing vehicular traffic and surface parking within the campus core, a more inviting and pedestrian-friendly environment is created. The Carillon will continue to serve as a focal point, now framed by greenery and communal gathering areas.

## Mixed-Use and Graduate Housing (P3)



Recognizing the evolving needs of the growing non-traditional student population and the demand for additional campus faculty and staff housing, ETSU has identified partnership opportunities at the eastern campus gateway. Situated at the intersection of State of Franklin Road and University Parkway, this prime location presents a unique chance to collaborate with private developers. Public-Private Partnership (P3) opportunities offer flexibility to explore housing solutions, mixed-use developments, and innovative parking facilities that will enhance the campus and community.







## University School Renovation and Addition



The University School stands as a coveted K-12 educational institution within the Johnson City area, serving both the local community and university faculty. Within Alexander Hall, students engage in meaningful interactions with peers and faculty members from across campus, fostering a rich academic environment. While ETSU's commitment to providing a premier education remains unwavering, expansion through additional space or building renovations is essential to accommodate the growing needs of the vibrant learning community. Collaborative project financing for the project will be required to meet the needs of the university, community, and region. Improving circulation for student drop-off and pick-up are envisioned, supporting the university's initiative to reduce vehicles on campus and enhance pedestrian safety.

## Campus Operations Relocated (Bond Building)



Currently situated in a prime location adjacent to the William B. Green, Jr. Stadium, Campus Operations has played a crucial role in supporting the university. However, with ongoing investments across campus and the growing demands of expanded operations and facilities, it is evident that the current location has become inadequate.

To address this challenge, a new campus operations facility is proposed on the western edge of campus. Nestled discreetly behind the proposed Health Sciences Corridor, this strategic placement ensures proximity to the heart of campus while accommodating evolving needs.

## William B. Greene, Jr. Stadium Expansion



Elevating the spectator experience includes providing additional seating at the south end zone, as well as expansion of hospitality and suite spaces. Expanded and upgraded concessions and streamlined gate entry facilities ensure convenience and enhances the overall gameday enjoyment. Additional opportunities for student housing overlooking the stadium are envisioned upon relocation of the Wilbur Bond Building, creating a vibrant residential community near stadium activity and other residence halls located in the Commons corridor.

## Ballad Health Athletic Center (Mini-Dome)



SOURCE: THOMAS WEEMS ARCHITECT 2022

The Ballad Health Athletic Center (commonly referred to as the Mini-Dome), provides facilities for athletics, training, lockers rooms, performing arts, instruction, faculty, and administrative offices. ETSU has studied different design concepts and approaches to meet the needs of the future. Depending on the available funding, this could involve complete renovation of the structure or more minimal adjustments. Regardless, renovations are required throughout the building to enhance the numerous academic, recreation, and athletic needs. Necessary maintenance, including roof replacement, must be planned for the coming years. Furthermore, it is recommended that landscape enhancements be completed along State of Franklin Road, softening the campus edge and creating an inviting gateway approach to campus, elevating the Mini-Dome's significance for ETSU and the community.



# Mountain Home VA

The Quillen College of Medicine and the Bill Gatton College of Pharmacy are conveniently situated near the Main Campus in Johnson City.

Considering projected future enrollment, staffing requirements, research objectives, and the results of the space needs analyses, certain space deficiencies have been identified across various categories. Notably, the most significant deficits occur in teaching laboratories, offices, study spaces, and the physical plant.

As ETSU's commitment to the Health Sciences continues to grow, a Health Sciences Corridor has been identified to address the expanding space requirements. This corridor would not only serve as a valuable community resource, but also grant student convenient access to the Health Sciences facilities adjacent to the Main Campus.





# Regional Sites

ETSU's regional sites provide invaluable services to the mission of the institution, from community-based interventions to pre-professional courses, undergraduate to graduate education, and access to research collaborations.

Innovation Park, situated near the Main and Mountain Home VA campuses, presents exciting opportunities for campus expansion. Collaborating closely with Johnson City, ETSU should explore the mixed-use development potential within this area. However, it is crucial to evaluate ETSU's long-term goals for campus expansion beyond the Main Campus and existing regional sites. While considering these options, it is essential that consolidation and expansion of facilities remain focused on the Main Campus. This strategic approach ensures that ETSU effectively addresses the growing needs of its campus community.

Valleybrook offers ETSU a distinct opportunity to broaden research access and outdoor learning. While the expansive research facility and grounds necessitate substantial investment for upgrading interior research and laboratory spaces, the grounds themselves present an exciting avenue for expanding agricultural and environmental sustainability research. Proposing a Center for Themed Research focused on sustainability, this initiative would encompass areas such as wind energy, solar power, and green infrastructure. Additionally, both indoor and outdoor sustainable agriculture research would be integral to this endeavor, creating an enticing partnership opportunity for ETSU at this valuable asset.

Other regional campus sites should maintain their focus on expanding access to education across the region. By providing regional access to education, they align with ETSU's strategic mission and core values related to education in the state. To ensure long-term success, a coordinated strategic investment plan should accompany program expansion at select regional sites. This broad presence across the region, in collaboration with regional partners, will enhance future enrollment and growth opportunities for the institution.





## Sustainability

Prioritizing sustainability in design and construction is crucial for ETSU to establish itself as a university deeply connected to the outdoors. Students and donors nationwide appreciate efforts aimed at mitigating the adverse effects of development during construction. Opportunities abound in every design phase, spanning from architectural planning and construction to climate analysis, energy modeling, and site stormwater management. Incorporating landscape best practices and actively reducing embodied carbon, ETSU can address the evolving global climate while minimizing

local impacts. Sustainable design not only benefits the environment but also provides valuable educational experiences for students across diverse disciplines, including engineering, science, and education.

When making design decisions for building construction, renovations, transportation modifications, and open space design, ETSU should consider sustainability measures that align with the commitment to sustainability and holistic education, such as:



### **Renovations Before Demolition:**

Prioritize adaptive reuse and repurposing of existing structures.



### **Sustainable Material Selections:**

Opt for eco-friendly materials that minimize environmental impact.



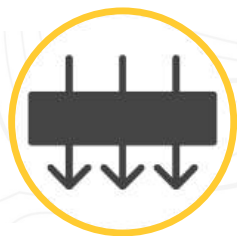
### **Native Species Landscaping:**

Enhance biodiversity by incorporating native plants.



### **Stormwater Management Best Practices:**

Implement effective stormwater management techniques.



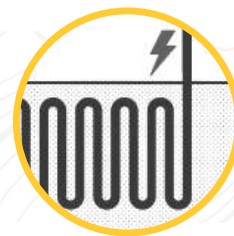
### **Reductions in Impervious Surfaces:**

Minimize paved areas to promote natural water infiltration.



### **Installation of EV Charging Stations:**

Support electric vehicle adoption and reduce emissions.



### **Installation of Solar Panels, Geothermal, or Wind Energy Production:**

Harness renewable energy sources.

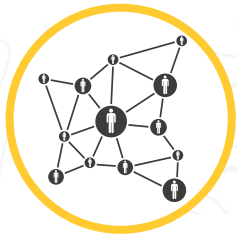


### **Green Roofs:**

Utilize vegetated roofs for insulation and ecological benefits.

## Safety and Security

In response to the evolving security landscape, an integrated approach to campus safety is imperative. By adopting a holistic approach, ETSU emphasizes proactive measures to safeguard campus and builds a secure environment focused on learning and the safety of students, faculty, and staff. Key measures that should be considered for implementation to ensure the well-being of the campus community, include:



### Centralized Public Safety Operation:

Enhance response times by establishing a strategically located central hub for swift access and efficient coordination across campus during emergencies.

### SECURITY INFRASTRUCTURE UPGRADES:



### Security Cameras:

Install surveillance cameras across campus, including in residence halls, as a deterrent and aid in incident investigation.



### Key Card Access:

Implement secure key card systems for access control. This enhances building security and restricts unauthorized entry.



### Pedestrian Lighting:

Illuminate all campus walkways and road crossings. Well-lit areas enhance safety and discourage criminal activity.

### EMERGENCY PREPAREDNESS AND TRAINING:



### Building Lockdown Procedures:

Regularly review and practice building lockdown protocols with faculty, staff, and students. Preparedness is crucial for effective response during crises.



### Active Attacker Training:

Conduct annual training sessions to equip campus members with skills to respond to active threats. Awareness and readiness are paramount.

### EMERGENCY ALERT SYSTEMS:



### Immediate Threat Updates:

Implement an efficient emergency alert notification system. Regularly test its functionality to ensure timely dissemination of critical information during security threats.



## Acquisition and Disposition

As ETSU continues to grow, thoughtful property acquisitions play a crucial role in shaping its future. Key considerations and identified opportunities can be seen on **Figure 33** and on the following pages.

### Contiguous Acquisition Opportunities

Several properties adjacent to ETSU's Main Campus have been identified as contiguous acquisition opportunities. These parcels offer the chance to expand the campus footprint strategically. ETSU should be prepared to seize these opportunities when they arise.

### Integrated Health Services Building

ETSU's Integrated Health Services Building represents a significant step forward for Health Sciences on campus. This expansion westward provides state-of-the-art facilities for health-related programs and services. However, it also necessitates careful consideration of available space for future growth and expansion of health-related services and improved connection to the Mountain Home VA Campus.

### Redevelopment Along the West Walnut Corridor

ETSU's commitment to progress is evident in its collaborative redevelopment efforts along the West Walnut Corridor. This initiative aims to enhance the surrounding area, making it more conducive to academic expansion and the improved connection to community.

### Development Interest

ETSU must proactively prepare and engage with the development community to ensure alignment with the university's long-term vision and growth trajectory.

### North and South Campus Expansion

ETSU has strategically identified parcels on both the north and south sides of the campus for expansion. These acquisitions serve multiple purposes, including accommodating future programmatic needs, supporting enrollment growth, providing housing options, creating open spaces, and enhancing circulation.

### Addressing Core Campus Islands

Parcels within the core of campus exist as isolated "islands." These properties contribute significantly to the overall campus experience. By acquiring these parcels, ETSU ensures a cohesive and integrated environment for students, faculty, and visitors.

### Seamless Connection to Intramural Fields

ETSU recognizes the importance of the Intramural Fields for student well-being and recreational activities. To improve access, ETSU has identified property east of South Greenwood Drive. This acquisition will create a seamless link between the Main Campus and the Intramural Fields, overcoming existing challenges.

### State of Franklin Gateway

State of Franklin Road serves as a primary gateway to the Main Campus. ETSU's acquisition of parcels along this thoroughfare achieves several goals:

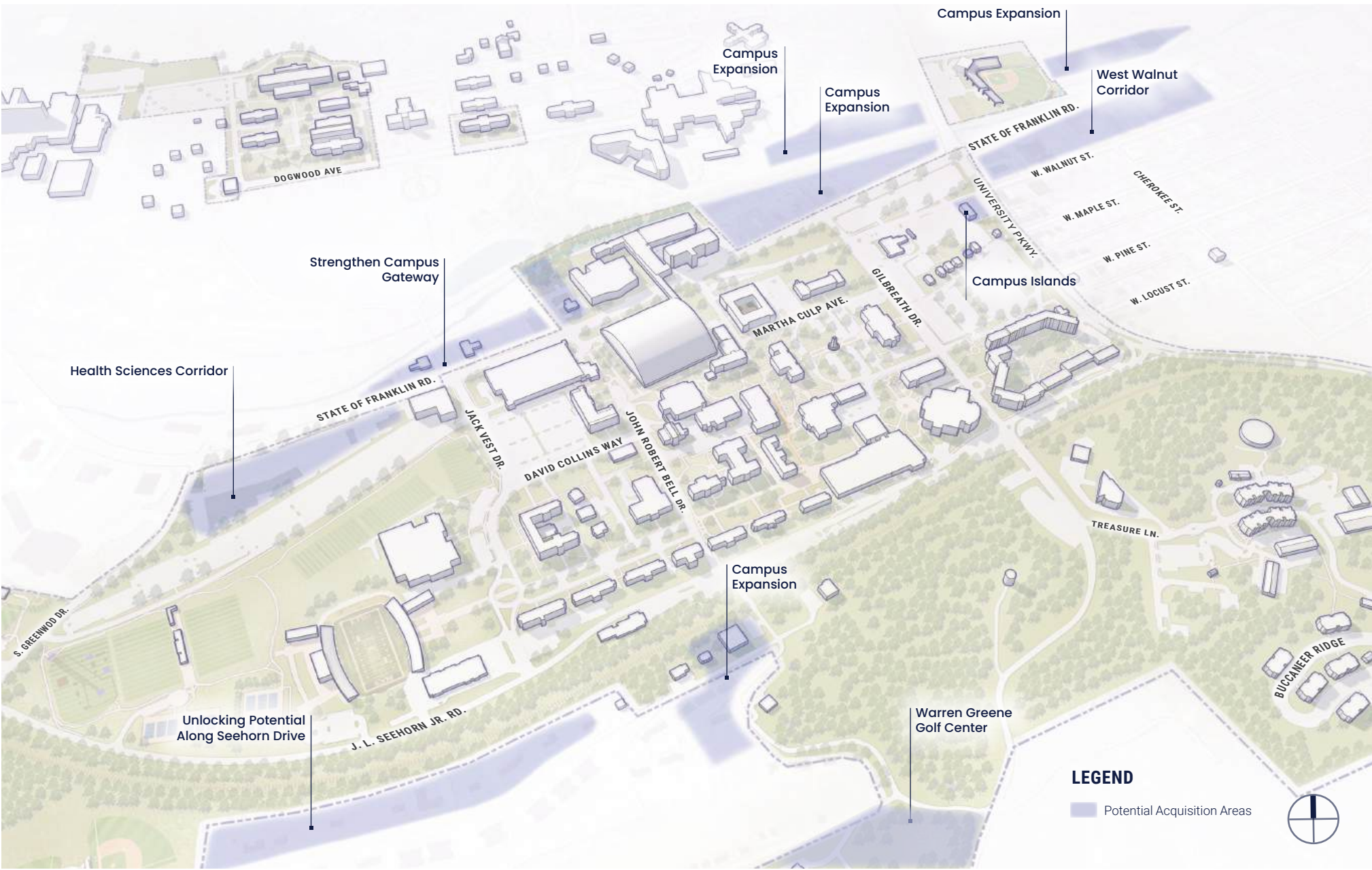
- **Maximum Presence:** By strategically owning land along State of Franklin, ETSU establishes a strong presence within Johnson City.
- **Arrival Experience:** Enhancements to the arrival experience, landscaping, and signage elevates ETSU's visibility and identity.
- **Public-Private Partnerships:** These parcels offer opportunities for collaboration with private entities.

### Unlocking Potential Along Seehorn Drive

ETSU has identified parcels south of the tracks as potential opportunities:

- **Housing:** These properties could support future student housing needs.
- **Parking:** Additional parking facilities can alleviate congestion and enhance convenience.
- **Outdoor Classrooms:** Creating outdoor learning spaces adjacent to University Woods fosters a holistic educational environment.

Figure 33. Potential Acquisition Areas







# | 04

## Phasing and Implementation

- 130 Campus Plan Phasing
- 130 Main Campus Current Projects
- 132 Main Campus Short-Term (0-10 Years)
- 134 Main Campus Long-Term (10+ Years)
- 136 VA and Regional Sites (0-10+ Years)



# Campus Plan Phasing

The phasing and implementation diagrams presented in the following pages outline a recommended approach to implementing the Campus Master Plan. Executing this plan will require strategic planning, adequate funding, meticulous programming, and thoughtful design to fully realize and bring to completion the envisioned campus transformation.

While these recommendations serve as valuable guide to facilitate implementation, it is essential to maintain flexibility. The landscape of higher education is constantly evolving, and each passing decade brings new challenges and opportunities. Adaptability and responsiveness will be key as ETSU works toward its vision for the future.

Guiding the following phasing and implementation strategies are key components of the Campus Master Plan focused on enhancing campus spaces, optimizing resources, supporting student success, strengthening campus culture and character, and fostering partnerships. The recommendations and implementation road map are designed to remain flexible as current renovation and addition projects are completed, programmatic changes occur, and funding becomes available throughout the duration of the Campus Master Plan.

# Main Campus Current Projects

ETSU remains committed to transforming campus spaces actively. Currently, ongoing projects are described below and shown in **Figure 34**.

## **Brown Hall Renovations**

Phase 1: Currently underway, the upgrades focus on enhancing building efficiency. These include necessary improvements and renovations to classrooms and labs for the College of Arts and Sciences.

Phase 2: To modernize the teaching and learning environment in the College of Arts and Sciences, renovations to classrooms and labs are necessary. Upon completion of the Brown Hall renovations, the building's classrooms and labs will offer enhanced opportunities for Interdisciplinary collaboration and research.

## **Lamb Hall Renovations**

Lamb Hall renovations were completed in the Fall of 2023. Lamb Hall houses the colleges of Public Health and Health Sciences. Named after John P. Lamb, Jr., the building includes state-of-the-art classrooms, labs, and several clinical spaces.

## **The Integrated Health Services Building**

Currently in the design phase, funded and approved, the building is scheduled to commence construction in 2025. This upcoming facility will serve as a vital community asset, offering both academic- and community-based health services.

## New Academic Building

The construction of the new academic building is currently underway, replacing the Campus Center Building. This cutting-edge facility will offer state-of-the-art spaces for programs across various colleges, along with dedicated collaboration areas. The project, with a budget of \$62.5 million, is scheduled for completion in the Fall of 2025.

## The University Commons Expansion

Phase 2 of the extension of the University Commons Project, will continue to beautifully transform Dossett Drive into a pedestrian-centric, student-centered open space. This vibrant area now serves as a promenade for social activities and acts as a gateway to athletics. The gateway promenade seamlessly connect the Pride Walk with the D.P. Culp Student Center, serving as the bustling heart of campus activity.

## Burleson Hall Renovations

Burleson Hall is being be renovated from an academic building to an administration building for faculty and staff offices.

## Thomas Stadium Addition

Batting cages and locker rooms will be added to the stadium.

## Powell Hall Renovation

The residence hall will be renovated.

## Yoakley Hall Renovation

The former residence hall will be renovated, returning to its original use.



SOURCE: CLARK NEXSEN.



SOURCE: FACILITY SYSTEMS CONSULTANTS, LLC, 2023



# Main Campus Short-Term (0-10 Years)

ETSU is currently undertaking several campus improvement projects, each contributing to the enhancement of education quality, research accessibility, and community engagement. These projects are outlined in **Figure 35**.

Building upon the achievements of previous Campus Master Plans, ETSU is now venturing into the next phase of improvement. Notably, the plan designates specific academic, housing, and circulation projects, categorized by priority, as depicted in **Figure 36**. These initiatives span across the ETSU portfolio and campus fabric, aiming to bolster student success both within and beyond the classroom.

**Figure 34. Main Campus Current Projects List**

CURRENT PROJECTS				
#	Project	Projected Completion	Category	Construction
1	Integrated Health Services Building	2025	Academic	New
2	The Commons Expansion	2024	Circulation	Site
3	Lamb Hall	2024	Academic	Renovation
4	New Academic Building	2025	Academic	New
5	Burleson Hall Renovations	2025	Academic	Renovation
6	Brown Hall Phases 1 and 2	2027	Academic	Renovation
7	Powell Hall Renovation	2025	Housing	Renovation
8	Yoakley Hall Renovation	2025	Housing	Renovation
9	Thomas Stadium Addition	2025	Auxillary	Addition

**Figure 35. Main Campus Short-Term Projects List**

SHORT TERM PROJECTS				
#	Project	Projected Completion	Category	Construction
10	Academic/Housing Option A	2028	Housing	New
11	Lucille Clement Residence Hall, Phases 1 and 2	2027-2029	Housing	Renovation
12	Wilson-Wallis Hall	2026	Academic	Renovation/Addition
13	State of Franklin Gateway	2028	Circulation	Site
14	John Robert Bell Enhancements	2027	Circulation	Site
15	Memorial Hall/Brooks Gym	2028	Academic	Renovation
16	Sam Wilson Hall	2027	Academic	Renovation
17	Sherrod Drive Pedestrian Enhancements	2029	Circulation	Site
18	Mathes Hall Renovation	2030	Academic	Renovation
19	Gilbreath Drive Enhancements	2027	Circulation	Site
20	Academic/Housing Option B	2031	Academic	New
21	Sherrod Library Renovation	2027	Academic	Renovation
22	New Greek Village	2026	Housing	New

Figure 36. Main Campus Current and Short-Term Projects





# Main Campus Long-Term (10+ Years)

ETSU's envisions a forward-thinking Campus Master Plan that extends beyond a decade. The proposed projects in the Long-Term Campus Master Plan provide a visionary outlook and blueprint for growth, innovation, and excellence. The 10-year horizon reflects the university's commitment to long-term impact identifying various initiatives that touch all facets of campus life, from academic programs to infrastructure enhancements.

ETSU acknowledges fiscal limitations and the evolving landscape of higher education and has attempted to balance ambitious goals with practical feasibility.

ETSU also acknowledges the importance of adaptability. The Campus Master Plan has been thoughtfully prepared to allow for flexibility in implementation. Adaptability ensures that adjustments can be made while remaining focused and aligned with the overarching vision for campus. Long-term projects are outlined in **Figure 37** and illustrated in **Figure 38**.

**Figure 37. Main Campus Long-Term Projects List**

#	Project	Projected Completion	Category	Construction
23	New Campus Operations (Bond Building)	2035	Auxiliary	New
24	Health Science Corridor (Phases 1-3)	2037-2039	Academic	New
25	Parking Structure (Options A-D)	2039	Circulation	New
26	William B. Greene, Jr. Stadium Expansion	2036	Auxiliary	New
27	New Residence Hall	2035	Housing	New
28	New Academic Options C, D, and E	2034	Academic	New
29	Ada Earnest Replacement	2040	Auxiliary	New
30	Ross Hall Renovation	2035	Housing	Renovation
31	Ballad Heath Athletic Center (Mini-Dome)	2035	Academic	Renovation
32	University School Renovation and Addition	2039	Academic	Renovation
33	Carillon and Alumni Plaza Enhancement	2036	Circulation	Site
34	Mixed Use and Graduate Housing (P3)	2035	Housing	New
35	Rogers-Stout Hall	2034	Academic	Renovation
36	Davis Apartments Demolition and Replacement	2040-2041	Housing	Demolition

Figure 38. Main Campus Long-Term Projects





# VA and Regional Sites (0–10+ Years)

Asset management initiatives should maintain their focus on maintenance and modernizing resources on the Main and Mountain Home VA campuses. Focused efforts support centralized research and Interdisciplinary collaboration as well as resource efficiency.

To ensure long-term success, a coordinated strategic investment plan should accompany program expansion at select regional sites. Collaboration with regional partners, will enhance future enrollment and growth opportunities for the institution.

As partnerships opportunities and programs expand, the following priority opportunities have been identified.

VA & REGIONAL PROJECTS				
#	Project	Projected Completion	Category	Construction
37	Eastman Valleybrook	2030	Partnership	Renovation
38	Innovation Park	2035	Partnership	New
39	Kingsport Downtown	2031	Lease	Renovation
40	ETSU at Kingsport Allandale	2032	Academic	Renovation
41	ETSU at Sevier County	2033	Academic	Renovation

Figure 39. VA and Regional Sites Projects







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## Capital Improvements

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Main Campus 5-year Capital Improvements



# Main Campus 5-year Capital Improvements

The Campus Master Plan outlines project recommendations spanning 0 to 10+ years, designed to guide future campus planning decisions even as leadership changes occur. It offers a flexible framework to adapt priorities based on evolving needs and funding availability.

The 5-year Capital Improvements Plan provides project cost estimates in 2024 dollars, covering priority areas such as circulation, parking, athletic, housing, and academic needs.

Project cost estimates have been provided by ETSU Campus Planning and Operations.

5 YEAR CAPITAL IMPROVEMENTS			
Project Description	Total Cost	State Request	Other
<b>Circulation</b>			
Gilbreath Drive Enhancements	\$10,000,000	N/A	N/A
Sherrod Drive Pedestrian Enhancements	\$5,000,000	N/A	N/A
John Robert Bell Drive	\$10,000,000	N/A	N/A
State of Franklin Gateway	\$2,000,000	N/A	N/A
<b>Parking</b>			
Parking Structure	\$55,000,000	N/A	N/A
<b>Athletics</b>			
Memorial Hall/Brooks Gym	\$60,000,000	N/A	N/A
<b>Housing</b>			
New Greek Village	\$30,000,000	N/A	N/A
Yoakley Hall	\$8,000,000	N/A	N/A
Lucille Clement Residence Hall – Phase 1	\$7,000,000	N/A	N/A
Lucille Clement Residence Hall – Phase 2	\$7,000,000	N/A	N/A
New Student Housing	\$45,000,000	N/A	N/A
<b>Total</b>	<b>\$239,000,000</b>	<b>N/A</b>	<b>N/A</b>

Academic Outlay	Total Cost	State Request	Other
New Academic Building	\$66,000,000	\$60,720,000	\$5,280,000
Wilson-Wallis Renovation and Addition	\$65,000,000	\$59,800,000	\$5,200,000
Sam Wilson Hall	\$50,000,000	\$46,000,000	\$4,000,000
Sherrod Library Renovation	\$35,000,000	\$33,600,000	\$1,400,000
<b>Total</b>	<b>\$216,000,000</b>	<b>\$200,120,000</b>	<b>\$15,880,000</b>









# | Acknowledgments

## **ETSU**

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## **Community and Regional Leaders**





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## Appendix

**Space Analysis**

**Housing Analysis**

**Parking Analysis**

**Facility Systems Assessment**

**Facility Condition Survey**





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