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The American Campus

"The American campus possesses qualities and functions different from those of any other type of architecture or built environment. One of its most important qualities is a peculiar state of equilibrium between change and continuity. As a community, it is like a city—complex and inevitably subject to growth and change—and it therefore cannot be viewed as a static architectural monument. But it is not exactly a city; it requires a special kind of physical coherence and continuity . . .

“The special nature of [colleges and universities cannot be ignored.] As institutions, they have purposes and ideals, whether explicit and specific or more general . . .. The campus serves the institution, not only by satisfying physical needs but by expressing and reinforcing these ideals or goals . . ..

“The result [of planning and change] is that uniquely American place, the campus. As a kind of city in microcosm, it has been shaped by the desire to create an ideal community, and has often been a vehicle for expressing the utopian social visions of the American imagination. Above all, the campus reveals the power that a physical environment can possess as the embodiment of an institution's character.”

—Paul Venable Turner
Campus: An American Planning Tradition
1984, MIT Press
Campus Master Plan
Process

Campus Master Plan
The Campus Master Plan depicts a 25-year vision for campus
development and defines phases for the development.

Campus Master Plan process
Parameters for the Campus Master Plan were established by
the president's staff and by the Campus Planning Advisory
Committee appointed by former UT President J. Wade Gilley in
January 2000. The committee included representatives from
the faculty, students, administration, trustees, alumni, and the
City of Knoxville.

The University of Tennessee retained the planning and
architectural firm of Bullock, Smith & Partners, Inc., to lead the
master-planning process. This firm led development of the
1994 master plan, and the principals involved in that effort
were those also involved in the update/expansion effort. Two
consulting firms, Wilbur Smith Associates and Ayers/Saint/
Gross—both nationally respected—were retained by Bullock,
Smith & Partners, Inc., to assist.

The master plan assumes a constant enrollment for the next
decade. Additional building sites are identified for future
facilities for academics, research, residential communities, and
athletics.

Following initial goal-setting for the master planning process,
input from all constituencies was sought through a series of
meetings and via a Web site that received hundreds of
comments.

The master plan document represents more than 18 months of
intensive work. Once adopted, it will serve as a guide for
future construction, renovation, and physical improvement.

Campus Master Plan
Participants

Campus Master Plan Consultants
Bullock, Smith & Partners, Inc., Knoxville
Curtis Catron
David Forkner
Ken Moffett
Charlie Smith
Kirby Tracy

Ayers/Saint/Gross, Baltimore (National Trends)
Wilbur Smith & Associates, Knoxville (Transportation)

Campus Planning Advisory Committee 2000–01
Victor Ashe ........................... Mayor, City of Knoxville
Eric Beatty ........................... President, Student Government
Association
Jack Britt ............................... Vice President, Institute of Agriculture
Marleen Kay Davis ..................... Dean, College of Architecture & Design;
Committee Chair
Emerson H. Fly ........................... Acting President
William Lambeth ..................... Student Representative
Alvin Payne ............................ Executive Director of Capital Projects
Susan Richardson-Williams  ....... Trustee
Theotis Robinson ..................... Vice President for Equity and Diversity
William Sansom ..................... Trustee
Philip A. Scheurer ..................... Vice President for Operations
Lofton K. Stuart ........................ Assistant Vice President, Alumni Affairs
Bruce Wheeler ........................ Professor of History
Clifton Woods, III ..................... Interim Vice President and Provost

Special thanks to—
Betsey Creekmore .................... Associate Vice President, Space and
Facilities Management
George Criss ........................... Director of Facilities Planning
Joan Cronan ............................ Director of Intercollegiate Athletics
for Women
Douglas A. Dickey ........................ Director of Athletics
Mike Fowler ........................... Landscape Architect, Ross/Fowler,
Knoxville
James J. Grubb ........................ Executive Director of University Housing
Mary Lynn Holloway .................... Administrator of Parking Services
Jeffrey Maples ........................ Assistant Vice President for Operations
Dwayne McCoy ........................ Vice President for Research and
Information Technology
Greg Reed ............................ Professor and Chair of Campus Parking
Authority
Timothy Rogers ........................ Vice Provost for Student Affairs
Danny Sniff ........................... University Architect, University
of Georgia
Campus Master Plan
Governing Principles

Create a pedestrian friendly campus
- Design clearly defined outdoor spaces, or exterior rooms, for pedestrian use.
- Develop well-defined pedestrian interconnections throughout the campus.
- Promote pedestrian safety in design elements and lighting.
- Close and/or limit the traffic on these campus streets that are heavily used by pedestrians: Andy Holt Avenue east of the new bridge, portions of Volunteer Boulevard, and Melrose Place. (Service/fire-truck access should be maintained.)
- Eliminate surface parking lots and on-street parking.

Develop an east–west spine
- Develop Andy Holt Avenue as the major east–west spine for the campus, connecting the major exterior rooms of the campus. This spine should be predominantly pedestrian.
- From a primary campus entry at the west, this spine should extend to the historic origin of the campus on the east at Ayres Hall, on the Hill.

Optimize the limited space on campus
- Designate use of limited campus space for the prime end-users—the students and faculty.
- Define the maximum building density for the existing campus so as to provide for exterior pedestrian spaces.
- Locate all future building sites and building additions so as to protect planned exterior green spaces.
- Plan to accommodate existing and future needs in academic programs, research, housing, recreation, and athletics.
- Preserve and renovate buildings of historical significance.
- Contrast increased density on the campus with well-designed exterior green spaces that promote a sense of community and quality design.

Promote environmental responsibility
- Optimize the use of green spaces on the campus.
- Promote the use of an internal transit system, thereby reducing the number of motorized vehicles on campus.
- Consider alternative-fuel vehicles for internal transit.
- Develop construction and maintenance policies that promote energy conservation and sustainability.
- Promote the use of native plant materials on the campus.

Assume stable enrollment
- This master plan assumes a stable enrollment for the next 10 years. Future building sites have been identified for expanded residential and/or academic needs on the basis of this assumption.

Provide convenient structured parking
- Locate parking in convenient peripheral parking structures, with clear pedestrian links and transit connections if necessary.
- Eliminate surface parking lots and on-street parking.
- Provide necessary service and handicap access.
- Provide clearly marked routes for the many campus visitors.
- Address safety concerns with design elements and lighting.
- Provide a viable transportation plan for special events.

Develop a campus transit system
- Promote the pedestrian environment of the campus by minimizing vehicular traffic within the campus and encouraging the use of the transit system and bikeways.
- Provide convenient, economical routes and transit vehicles.
- Connect an internal transit system to the city bus system, linking the campus to downtown and other bus routes.
- Provide a major east–west transit route, as well as routes to peripheral parking structures.
- Provide special evening transit routes for campus residents.
- Select energy-efficient vehicles.

Design Cherokee Farm as a campus
- Maintain the character of the Cherokee Campus as a major green space along the river.
- Site all buildings to define an outdoor space to be used by pedestrians as an exterior room.
- Provide a mixed use of housing, research, recreational fields, and amenities.
- Provide a sense of community with a clear campus center.
- Provide a continuous public walkway along the river.
- Minimize on-street parking and surface parking lots.
- Provide sufficient landscaping and pedestrian amenities.
- Provide a well-designed interchange and a clear entry into the Cherokee Campus at Alcoa Highway.

Develop campus design guidelines
- Promote a unified character throughout the campus.
- Establish uniform standards of quality for all campus furniture and exterior landscape elements, such as lighting, sidewalks, benches, trash receptacles, handrails, and plantings.
- Design comprehensive graphic signage and a way-finding system for the campus.
- Unify the campus lighting at a pedestrian scale, while promoting a sense of security and community.

Maximize connections to the city
- Identify clear campus entries, with coordinated directional signage for visitors.
- Consider the Second Creek area as a major connector linking the city, campus, and river.
- Work collaboratively with the city and the private sector in defining design guidelines for use in developing the Cumberland Avenue District.
- Promote campus ties to downtown Knoxville.
- Continue the collaborative efforts of the Fort Sanders Forum.
- Expand the city Riverwalk pedestrian route by extending it to the Cherokee Campus and by providing additional links to pedestrian and bike routes on the campus.
- Plan the campus transit system in conjunction with the city, promoting connections to downtown, as well as connections for commuters in outlying areas.
- Work with the city jointly to implement the plan.

Encourage historic preservation efforts
- Respect the historic character of existing buildings of architectural significance in all planned renovations.
- Collaborate with historic preservation groups within the community to preserve articles of historical or architectural significance.
Campus Master Plan

Specific Proposals

1. **Andy Holt Avenue Pedestrian Way** will be a major east–west pedestrian thoroughfare at the core of the campus. Limited access is recommended for all of Andy Holt Avenue east of the new bridge and west of the Student Center Garage.

2. **A major east–west campus spine** will extend from a primary campus entry and proposed Welcome Center on the Agriculture Campus, across the new bridge, along Andy Holt Avenue (which will have limited vehicular access), to the expanded pedestrian plaza at the University Center, across the pedestrian bridge to the Hill.

3. **The Hill will be converted to a campus lawn with trees and walkways**, once current parking on the Hill area is relocated to the new parking structure currently under construction on Cumberland Avenue at 11th Street. (A pedestrian bridge to the Hill is an integral component of the garage.) The Ayres Lawn pedestrian space will be the symbolic heart of the campus.

4. **Volunteer Mall**, to run along East Volunteer Boulevard from Cumberland Avenue to Circle Park (with limited service access), is recommended as the north–south pedestrian center of the campus.
5. **An Agriculture Quad** surrounded by instructional buildings and research space is proposed. To the east of the quad would be a terraced parking structure with research greenhouses at the uppermost level, above nighttime lighting.

6. **A West Quad** is proposed along Andy Holt Avenue at the residential area, including an addition to the existing Aquatic Center. A quadrangle space will initially be defined by tennis courts, which are sites for future residential and/or academic buildings.

7. **An Arts Quad with a Fine Arts and Performing Arts Center**, to be located between Andy Holt Avenue and Volunteer Boulevard, is proposed. Visitor parking would be provided by a new parking structure. Additional arts-related space is proposed for the site at Circle Park and Volunteer Boulevard.

8. **An East Quad extension of the University Center Pedestrian Plaza** is proposed for the large Lot 9 site along Phillip Fulmer Drive. Classroom/research structures would define a number of interconnected plaza spaces, while the lower levels of the extension would contain additional research space, as well as structured parking.
9. A Transit Hub on Phillip Fulmer Way in front of Neyland Stadium's Gate 21 would allow city buses to connect to an internal campus transit system. A tower structure, with elevator and stairways, would connect pedestrians to the main pedestrian level above, which in turn connects to University Center Plaza, Andy Holt Avenue Pedestrian Way, and the Hill.

10. Additions and renovations to existing buildings are identified in the master plan, accommodating the academic and research needs identified by each college.

11. Possible research building sites include the Cherokee Campus, the Agriculture Campus, Lot 9 and other potential building sites within the Main Campus area. In addition, property in Blount County can be developed for research.

12. Alternate sites for a Campus Welcome Center were considered under these constraints: The Welcome Center should be easy for visitors to reach, should orient all visitors to the campus, and should help visitors reach the rest of the campus. The preferred site is an open area to the south of the West Entrance at the Agriculture Campus.
13. An increase of more than 3000 parking spaces is anticipated, even though on-street and surface parking will be eliminated. (This does not include projected parking requirements for the Cherokee Campus.) Parking needs for students, residents, faculty, staff, visitors, and special events have been considered.

14. A variety of residence options should be developed, starting with reassessing and renovating current student residences. A number of building sites have been identified along Andy Holt Avenue that could be developed as future residential facilities or small-group housing.

15. Student recreational fields would be dramatically expanded at the Cherokee Campus, as well as at some additional facilities on the Agriculture Campus. UT's high percentage of students involved in intramural sports would use these additional multi-purpose fields. A facility on the river at the Cherokee Campus would also serve such water activities as crew.

16. Additional athletic facilities include an addition to the Indoor Practice Facility, an expansion to the west of the existing Aquatic Center, a major indoor track facility, and practice spaces at the site of Stokely Athletics Center, as well as expanded practice and playing fields for many sports. Due to the growing popularity of soccer, a soccer stadium is anticipated at the Cherokee Campus. A women's softball facility is also anticipated at the Cherokee Campus to replace the facility currently leased from the City of Knoxville.
17. Fraternities and sororities may consider housing and/or meeting-facility options in a new student area to be developed along Terrace Avenue.

18. Ceremonial entryways are proposed at the main entrances to the campus and at the perceived center of campus on Cumberland Avenue. Similar entryways are recommended for other UT properties, such as the Cherokee Campus.

19. The Cumberland District is recognized as a potential development zone that could be improved through creative partnering with the University, the City of Knoxville, and private developers.

20. The Cherokee Campus would be developed for those functions that do not need to be located in the center of the academic campus. These include some research facilities, university housing, recreational sports fields, and intercollegiate athletic facilities. An extension of the Knoxville Greenways is anticipated along the waterfront from Buck Karnes Bridge to the public boat ramp south of the campus.
Open Space Network—Existing
There are few defined public open spaces on the campuses, and no two of them are connected by purely pedestrian links. Most areas between buildings are allocated to parking areas or roadways. Currently, there are few of the identifiable lawns, malls, or drill fields typically associated with a university of this size.
Open Space Network—Proposed

Well-defined open-space networks are recommended for the campuses. These would be created by removing roads and surface parking, enhancing pedestrian ways, defining space with new building construction, introducing trees, and delineating bike paths. Vehicle access to these areas will be prohibited or limited. The network would include an east-west link between the Agriculture Campus and the Hill (toward downtown), and a north-south link between the Cumberland District and the waterfront.

Using style-consistent landscape furniture and plant materials is recommended in order to create an overall image for the Knoxville campus. Appropriate lighting for good visibility and security would ensure that the entire open space network is safe for pedestrians.

Proposed
Campus Edges, Entrances, and Precincts—Existing

The edges and entrances of the campuses are not well defined or demarcated, except for entrances to the Hill and the Agriculture Campus. Property acquisition has created islands of campus-owned property that extend into surrounding areas. The existing precincts are fairly well defined.
Campus Edges, Entrances, and Precincts—Proposed

Campus edges would be expanded to the natural limits of the Institutional Zone by acquiring properties as they become available or are needed. This edge would be identified by architectural and landscape elements that are consistent throughout the University. Property corners and principal entrances would be enhanced with decorative walls or columns.

The precincts would be recognized as part of the history of the campuses and augmented with new buildings and improved public spaces.
Building Density—Existing
Site development ranges from high-density, in the Hill area and the north portion of the Agriculture Campus, to low-density, in the western portion of the Main Campus and the southern portion of the Agriculture Campus.
Building Density—Proposed
New buildings and building additions are recommended to increase the overall density of the campuses and to define open space. This is accomplished by displaying anticipated projects and potential building sites.
Anticipated Building Projects
Building renovations, additions, and new construction identified by programmatic or physical needs are identified in the master plan recommendations. Facilities for academics, research, housing, and athletics are sited and sized accordingly.
Potential Building Sites

Potential building sites for future (non-programmed) space are recommended. Size and configuration are based on optimal site capacity and open-space delineation. These sites will be reserved for future construction and considered during infrastructure and utility expansion.
Internal Transportation—Existing
The internal network of roads and parking lots has evolved as the campus expanded along public streets. There are several access points into the campus. Cut-through traffic between Cumberland and Neyland adds to pedestrian–vehicle conflict.

The Orange Line bus route, operated by KAT, includes key stops within the campus.

Most pedestrian paths are roadside walks with several road crossings, the main exceptions being Circle Park and the closed portion of Andy Holt Avenue.

There are no defined bike paths within the campus.
**Internal Transportation—Proposed**

Vehicle traffic would be prohibited or restricted within the academic and residential zones of the campuses. Surface and street parking would be removed and replaced with peripheral garages to eliminate the need for internal vehicle circulation.

An internal transit system is recommended. Routing would vary with time and day. During class hours, an east-west line would run between the Agriculture Campus and Ayres Lawn, and a north-south line would run between the White Avenue Garage and the Neyland Drive Garage. In front of Neyland Stadium's Gate 21, a transfer point would be established that would also serve all external bus lines, including the proposed (new) Orange Line with direct service to the downtown KAT transit station. After-hours routing would be oriented toward the residence halls and garages and to such needs as transportation to and from evening classes and library access.

Enhanced pedestrian pathways would create a contiguous linking of open spaces. These pathways would allow service-vehicle access and limited access to dorms at the beginning and end of each semester.

Bike paths would be established to limit conflicts with pedestrians and other vehicles.

A Welcome Center located near the Agriculture Campus gate is recommended because this area is easy both to find and to access. Parking for visitors and buses would be provided, as well as direct access to the internal transit system.
Parking—Existing
Several surface lots, street parking spaces, and garages linked by a network of roads provide parking throughout the Main and Agriculture campuses.
Parking—Proposed
Replacing all surface and street parking with new peripherally located garages is recommended. This is essential to the improvement of the open-space network that is necessary to create a pedestrian-friendly campus. The new garages would have easy access from the external road systems and direct access to the open-space network and/or the internal transit system.

New or expanded garages would provide 5,000 spaces, excluding those on the Cherokee Campus. This yields a net increase of more than 3,000 spaces to accommodate anticipated growth of programs, research, and housing needs. Current methods and technology would be used to ensure security as an extension of the open-space safety plan.

Proposed
External Transportation—Existing

Vehicle traffic to and around the campuses is well established, although way-finding guides and signage are inadequate. Main access routes to the campuses are via Alcoa Highway/129, Neyland Drive, Cumberland Avenue, and 17th Street. The heaviest traffic occurs on the west end of Cumberland Avenue just east of Alcoa Highway, which causes Cumberland Avenue to be overused. Neyland Drive, on the other hand, is underutilized for its design. Seventeenth Street bisects the Fort Sanders area, allowing heavy traffic through a predominantly residential area.

The public bus system, operated by KAT, accesses the campus on regular routes that do not facilitate internal pedestrian traffic. Special direct-route buses run between the University Center Garage and the University's off-site residential units.

With the exception of the Third Creek Bike Trail, there are no defined bike routes to the campus.
External Transportation—Proposed
Directing interstate highway traffic to Alcoa Highway/129 and Neyland Avenue and limiting access to the campuses from Cumberland Avenue is recommended to move traffic onto Neyland. The Agriculture entrance and the Neyland Drive entrance would become the principal entrances for vehicles into the campuses.
Research Options

Sites for research buildings are identified at Lot 9 on the Main Campus, at the greenhouse sites on the Agriculture Campus, and on the Cherokee Campus. The Blount County property adjacent to Alcoa Highway may be suitable for a research/incubator development. Parking structures, rather than surface parking, are incorporated into the research buildings.
Housing
A separate housing study by Anderson Stickler, LLC, of Gaithersburg, Maryland, is under way. In anticipation of the resulting report and in consideration of long-term growth, potential building sites are identified.
Recreational Sports Facilities

Recreational facilities located outside the academic cores of the Main and Agriculture campuses are recommended, with most of them located on the Cherokee Campus to serve as a green buffer between the river and proposed campus development. Facilities include a softball complex and several mixed-use fields.
Athletic Facilities
Expanded facilities within the athletic zones and new facilities on the Cherokee Campus are recommended. New facilities include a women's softball stadium to replace one currently leased from the city and a soccer stadium.
The following Phasing Plan identifies the sequence of capital outlay projects and the sources that will provide funding. Each phase approximates a five-year period and will depend on funding availability. A sixth phase identifies potential non-programmed building sites reserved for future development. Routine annual expenditures, such as capital maintenance and property acquisition, are not included in the phases.

### Phase I

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<td><strong>Subtotal Phase II</strong></td>
<td><strong>$297,520,000</strong></td>
<td><strong>$85,650,000</strong></td>
<td><strong>$211,870,000</strong></td>
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</tbody>
</table>
### Funding

#### Phase III

<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated Costs</th>
<th>State</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henson Hall Renovation</td>
<td>$5,100,000</td>
<td>$5,100,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Hoskins Library Renovation</td>
<td>$29,000,000</td>
<td>$29,000,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Nielsen Physics Renovation &amp; Addition</td>
<td>$22,100,000</td>
<td>$22,100,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Ferris Hall Renovation</td>
<td>$16,900,000</td>
<td>$16,900,000</td>
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<tr>
<td>McLeod Hall Renovation</td>
<td>$6,100,000</td>
<td>$6,100,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Research Building(s)</td>
<td>$35,000,000</td>
<td>$ -</td>
<td>$35,000,000</td>
</tr>
<tr>
<td>Research Building(s)—Parking Garage(s)</td>
<td>$14,400,000</td>
<td>$ -</td>
<td>$14,400,000</td>
</tr>
<tr>
<td>Volunteer/Lake Avenue Garage</td>
<td>$10,800,000</td>
<td>$ -</td>
<td>$10,800,000</td>
</tr>
<tr>
<td>Site Improvements</td>
<td>$4,000,000</td>
<td>$ -</td>
<td>$4,000,000</td>
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<tr>
<td><strong>Subtotal Phase III</strong></td>
<td><strong>$143,400,000</strong></td>
<td><strong>$79,200,000</strong></td>
<td><strong>$64,200,000</strong></td>
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</tbody>
</table>

#### Phase IV

<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated Costs</th>
<th>State</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>McClung/HSS Renovation and Addition(s)</td>
<td>$59,500,000</td>
<td>$59,500,000</td>
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</tr>
<tr>
<td>South Stadium Hall Renovation</td>
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<tr>
<td>McCord Hall Renovation</td>
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<td>$5,700,000</td>
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<tr>
<td>Morgan Hall Renovation &amp; Addition</td>
<td>$13,400,000</td>
<td>$13,400,000</td>
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<tr>
<td>Site Improvements</td>
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<tr>
<td><strong>Subtotal Phase IV</strong></td>
<td><strong>$106,700,000</strong></td>
<td><strong>$102,700,000</strong></td>
<td><strong>$4,000,000</strong></td>
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</tbody>
</table>
Funding

<table>
<thead>
<tr>
<th>Phase V</th>
<th>Estimated Costs</th>
<th>State</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dougherty Engineering Addition</td>
<td>$8,000,000</td>
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<tr>
<td>Art &amp; Architecture Addition</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Walters Life Sciences Addition</td>
<td>$17,100,000</td>
<td>$17,100,000</td>
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</tr>
<tr>
<td>Volunteer Boulevard Garage Expansion</td>
<td>$10,800,000</td>
<td>$ -</td>
<td>$10,800,000</td>
</tr>
<tr>
<td>Site Improvements</td>
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<td>$ -</td>
<td>$4,000,000</td>
</tr>
<tr>
<td><strong>Subtotal Phase V</strong></td>
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<td><strong>$33,100,000</strong></td>
<td><strong>$14,800,000</strong></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,017,220,000</strong></td>
<td><strong>$435,410,000</strong></td>
<td><strong>$581,810,000</strong></td>
</tr>
</tbody>
</table>

Long-Term (Non-programmed) Improvements

These potential building sites reserve spaces for future growth and expansion.