



Campus Master Plan

Executive Summary





LETTER FROM THE PRESIDENT

July 2011

Dear Friends of Southern Adventist University,

More than a year ago, we launched the Vision 20/20 strategic planning process and involved all of our major audiences and stakeholders. Five major themes* emerged to make our living and learning environment here at Southern even stronger. Theme Three, regarding the physical environment, called for us to develop a comprehensive facilities master plan. This plan, the Campus Master Plan, is our blueprint for the buildings and physical facilities anticipated to meet our strategic goals by the year 2020.

This Campus Master Plan is a tribute to shared vision and imagination, and it builds on the work and stewardship of the hundreds of women and men who have guided the development of our campus from its beginnings in Graysville in 1892, to the move to Collegedale in 1916, to our initial accreditation in the 1940s, to our maturation into a university in 1996, and now toward our vision for the future.

Boldness and dependence on God's blessings and guidance will be needed to carry out this plan, to continue to develop this campus, and to respond to the call to train our youth to become servant leaders and influencers for God's kingdom. No matter what vocation or career of excellence is chosen, graduates have the opportunity to be God's missionaries at work, at home, in their communities, and abroad.

I'd like to thank the Strategic Planning and Budgeting Committee for their leadership in developing both the Vision 20/20 Strategic Plan and the Campus Master Plan. I'd also like to thank each person who participated, both formally and informally, to provide input. Trustees offered invaluable feedback, as did countless focus groups of faculty, staff, students, alums, and community members. Throughout the process, we were well served by the innovative support of the Performa Higher Education team.

With its strong reputation for academics and a vibrant spiritual environment, Southern Adventist University is uniquely poised to provide future students with a life-changing, personalized educational experience. I believe that as we invest in our students together, with God's blessings, they will yield extraordinary returns for Him. I look forward to the exciting improvements ahead, in the next few years and in the coming decade!

In Christ,

Gordon Bietz
President

*Vision 20/20 Strategic Plan Themes:

1. Living and Learning With Students: A Student-Centered, Christ-Focused Living and Learning Environment
2. Living and Learning our Adventist Heritage: A Mission-Driven Environment
3. Living and Learning in God's Natural Abundance: A Beautiful and Sustainable Physical Environment
4. Living and Learning With Employees: A Supportive Environment for Faculty and Staff
5. Living and Learning Our Potential: A Favorable Environment for Growth



Campus Master Plan

LEGEND



EXISTING



- 1 Wright Hall
- 2 Hackman Hall
- 3 Summerour Hall
- 4 McKee Library
- 5 Spanish-American Church
- 6 Hickman Science Center
- 7 Thatcher Hall
- 8 Thatcher South
- 9 Lynn Wood Hall
- 10 Florida Hospital Hall
- 11 Mabel Wood Hall
- 12 Brock Hall
- 13 Talge Hall
- 14 Hulsey Wellness Center
- 15 Iles Physical Education Center
- 16 Southern Village
- 17 Service Department
- 18 Plant Services
- 19 Transportation Services
- 20 Landscape Services
- 21 Upper Stateside Apartments
- 22 Herin Hall
- 23 Daniells Hall
- 24 Miller Hall

- A Outdoor Education Center
 B K.R. Davis Promenade
 C Kelly's English Garden
 D Garden of Prayer
 E Student Park/Goliath Wall
 Amphitheater Pavillion

PROPOSED



- 25 Student Ctr./Learning Commons
- 26 Iles P.E. Center Addition
- 27 Student Housing
- 28 Student Housing
- 29 Student Housing
- 30 Performing Arts Center
- 31 School of Visual Art and Design
and Technology Programs (Plant 1)
- 32 Village Market/Retail
- 33 Worship Center

- F Campus Green and Pedestrian
Mall
 G Potential Perimeter Road - TBD
 H Duck Pond and Walking Paths
 I Turf Field
 J Passing the Mantle Monument
 K Carillon
 L Parking Ramp



THE CAMPUS MASTER PLAN

Vision 20/20

Strategic Themes

- *Living and Learning With Students*
- *Living and Learning our Adventist Heritage*
- *Living and Learning in God's Natural Abundance*
- *Living and Learning With Employees*
- *Living and Learning Our Potential*

Space-Related Themes

- *Clarify student focus*
- *Create vibrancy throughout the campus by enhancing or adding indoor and outdoor places for gathering, interaction, and recreation*
- *Use spaces and places to reflect intentionality in developing the whole student*
- *Design a pedestrian-friendly campus*
- *Provide opportunities for individual and group reflection*
- *Develop a strong center to campus*
- *Provide space for more residential students*

Culture of Planning

The Campus Master Plan is one element of integrated planning and must be based on sound operational and strategic planning to aid the desired growth while supporting the desired environment and student outcomes. Southern Adventist University has developed the Vision 20/20 Strategic Plan that addresses its focus on students' transformational experience, its Adventist heritage, physical and financial resources, and the opportunities presented by its location.

The Campus Master Plan identifies projects that will help close the gaps between where Southern Adventist University is today and where it would like to be in the future, grounded in these strategic themes and objectives.

A Gem Nestled in the Foothills

Southern Adventist University is a beautiful campus nestled in the foothills of the Great Smoky Mountains. Over the last decade, enrollment has increased by more than 1,000 students to a 2010 head count of 3,050. To ensure an organized and planned approach to continued growth, Southern Adventist University has developed the Vision 20/20 Strategic Plan that will support maintaining the culture, values, and heritage of the institution. The Campus Master Plan is the physical response to the strategic themes.

Visioning sessions with the campus community emphasized the importance of a number of components that are critical to maintain throughout future growth: current campus culture (small-campus feel), community, relationships, transformational experiences, Seventh-day Adventist faith-focus, unity, academic program excellence, and outreach and service. These attributes support Southern Adventist University's attractiveness and foster a sense of belonging, engagement, and community. Space themes that emerged from these sessions included campus gathering spaces (formal and informal, large and small group), the aesthetics of the architecture and site, indoor and outdoor spaces to support wellness and recreation, student housing and academic spaces, as well as student activities program space.

Conceptual Master Plan

Strategic themes, space analyses, site and facilities assessments, and visioning work with a variety of campus constituencies resulted in a set of space-related themes to guide the Campus Master Plan. These themes unite around three core concepts:

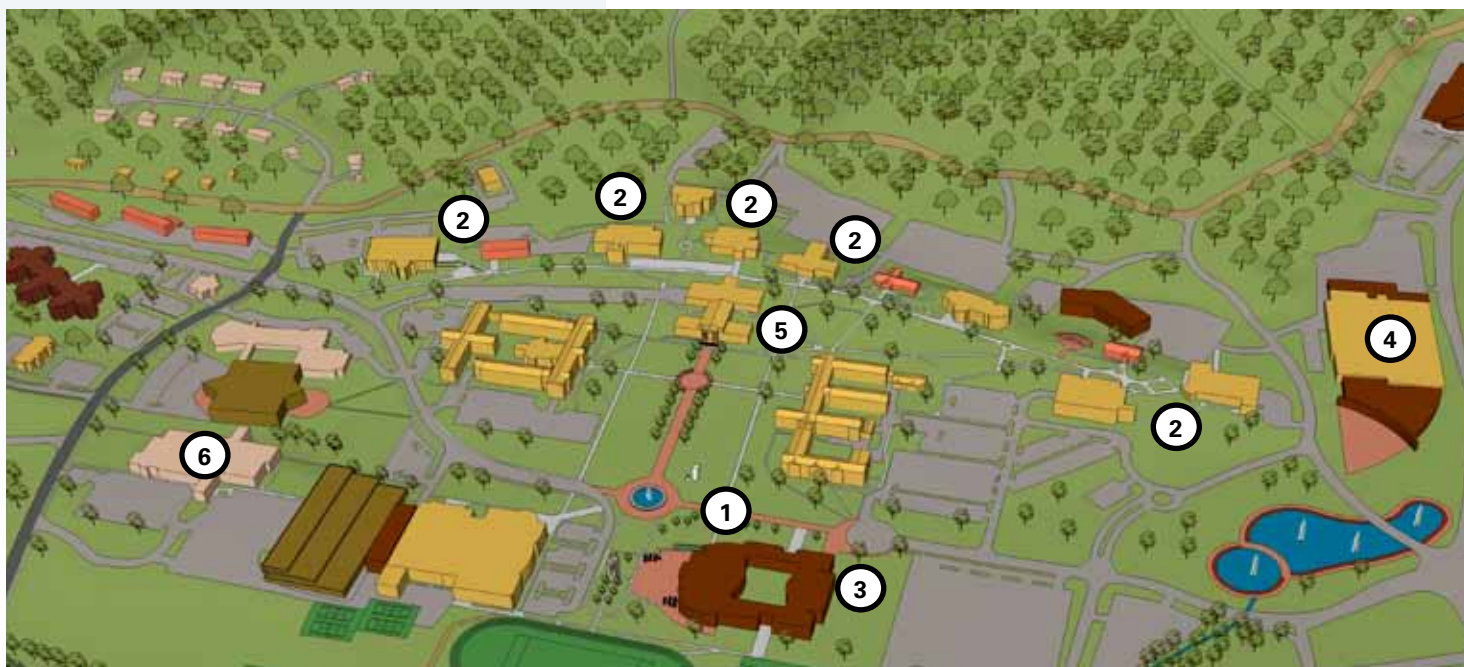
- **Best Practice Spaces and Places**
- **Student-Centered Community**
- **Campus Aesthetics and Location**

- *Southern Adventist University has set high quality standards in the construction of new facilities. Future facilities and renovations will adopt these standards.*
- *Students' academic and co-curricular experiences will enhance one another.*
- *Opportunities exist for a more integrated living/learning residential experience.*

Best Practice Spaces and Places

Best practice spaces and places are not universal. What might be the best solution at one institution may not be appropriate for another. Applying the correct approach to each institution helps the institution achieve its strategic goals and contributes to a transformational experience for students. The following list represents the priority initiatives for the Campus Master Plan (not in priority order).

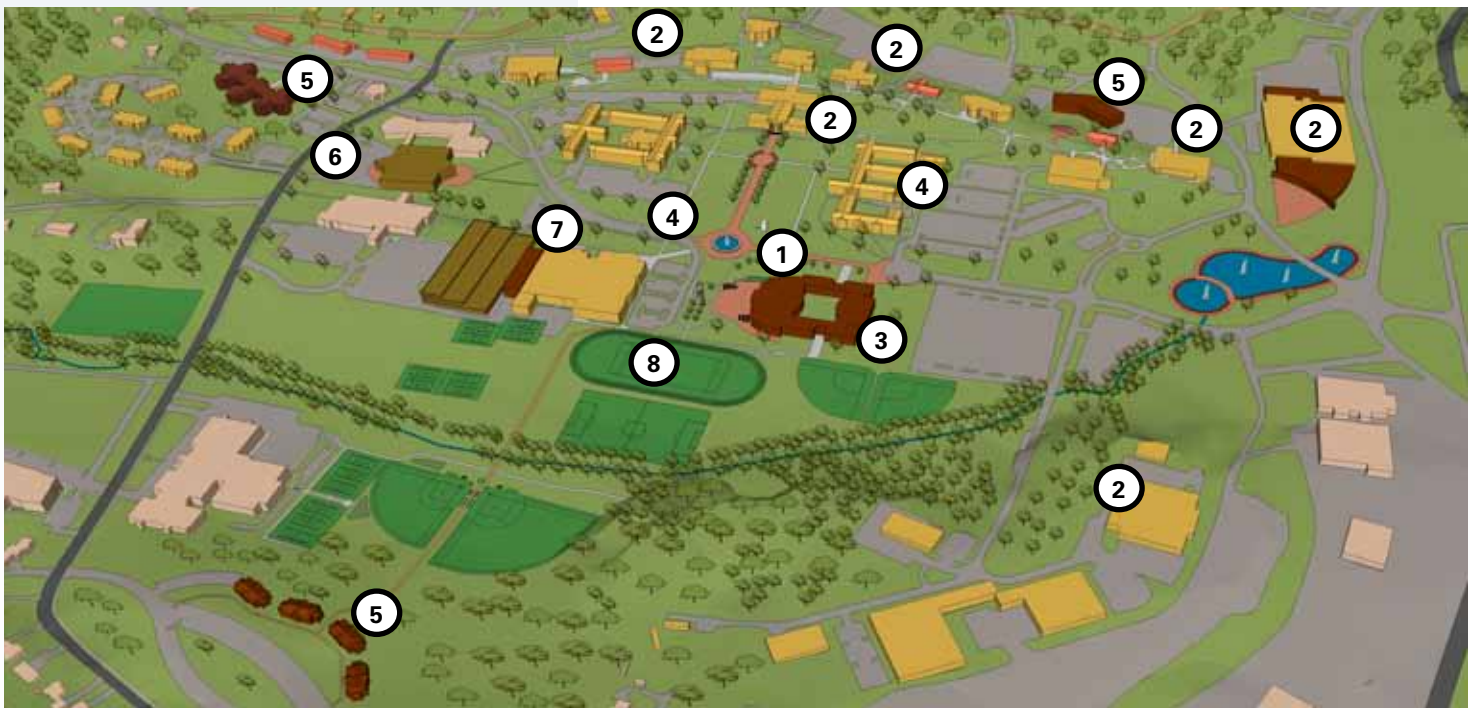
1. Develop a student center to offer gathering and program space for student activities. The student center will also incorporate a welcome center where guests and potential students can see and participate in campus life.
2. Renovate existing academic spaces to provide flexible instruction spaces that support a larger variety of pedagogies. General-purpose classrooms should be recognized as a campus-wide inventory to encourage interdisciplinary interaction.
3. Create a learning commons that integrates information resources with support that allows students to effectively use the vast resources available to them and also make Student Success Services and food venue readily accessible.
4. Provide a unique academic experience in Plant 1 for the School of Visual Arts and Design and the Technology programs.
5. Renovate space for staff offices, organize departments and spaces to improve student access and workflow.
6. Renovate Collegedale Church of Seventh-day Adventists to become a performing arts center if and when the church builds a new worship center.



- *Student relationships with faculty and staff at Southern Adventist University are a hallmark of their education.*
- *Maintaining a small-campus feel as the university grows is essential.*
- *The physical expression of student-centeredness should include providing best practice spaces, programs, and processes that provide a seamless educational experience for students.*

Student-Centered Community

1. Provide space throughout campus that more intentionally integrates the living and learning environments.
2. Create appropriate spaces and adjacencies for campus functions and offices, giving priority to providing the best experience for the students. For example, when the registrar, financial aid, student billing, and student advising departments are located closely together, students have easy and efficient access to perform related transactions with various staff members.
3. Unite Student Success functions currently housed in separate buildings with library functions to create a learning commons geared toward wholistic student success.
4. Complete the renovations of Talge and Thatcher residence halls.
5. Construct new student housing and replacement beds for demolished Stateside Apartments to increase the overall count and variety of student residential units.
6. Support the Collegedale Church in efforts to construct a new church to better serve the congregation's needs and the university.
7. Provide additional seating in Iles Physical Education Center with an addition to the south side to support larger attendance numbers at campus gatherings.
8. Construct a multi-use artificial turf field in the center of the track to help with field recovery during the various intramural seasons.



- *New site projects enhance the beautiful campus setting and provide more outdoor space for the campus community.*
- *Remove high vehicular traffic access to the center of campus to create a more pedestrian-friendly environment.*
- *Move Collegedale community traffic around campus on roads west and east of campus.*
- *Continue to assess the viability of a few of the existing academic facilities.*

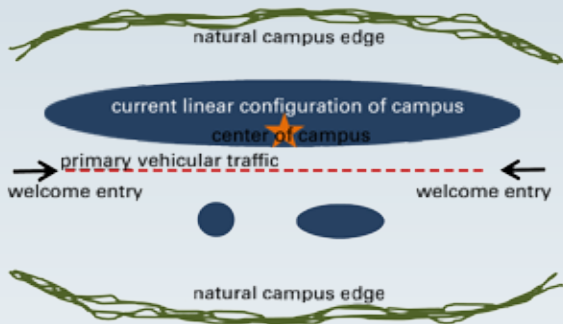
Campus Aesthetics and Location

1. Close University Drive between Thatcher Hall and Talge Hall to unite the campus from the academic zone along the K.R. Davis Promenade to the recreation fields. Traffic is redirected west or east around campus.
2. Provide more intimate outdoor spaces like Kelly's English Garden and an enhanced Duck Pond to highlight nature and create more outdoor destinations.
3. Relocate Industrial Drive further west and remove the facilities on the west side of Industrial Drive to increase buildable area, provide additional parking, and enhance campus aesthetics. There are multiple options to be investigated for the location of the new road.
4. Locate additional parking in new perimeter lots to encourage a pedestrian campus and provide parking for facilities that may have a large attendance: the Church, Performing Arts Center, Village Market, and the Student Center/Learning Commons.
5. Relocate Village Market and any additional external retail/business services from Fleming Plaza to a new facility north of Plant 1. This allows better community access to the retail operations and is in close proximity for campus patrons. The Campus Kitchen, Campus Shop, and Mail Services should be relocated to the new Student Center/Learning Commons.
6. Consider replacing Stateside Apartments to create an increased variety in the residential experience.
7. Over time, consider removing Herin, Daniells, and Miller Halls to reduce corrective maintenance expenses and provide improved academic space in renovated and new facilities.
8. Cooperate with Collegedale Church in building a new parking garage.

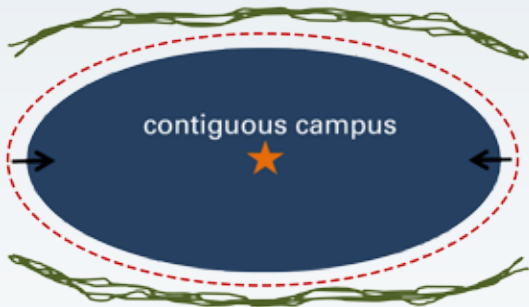


DETAILED DESCRIPTIONS OF PROJECTS

Existing Campus Layout



Ideal Campus Layout



The aesthetics and locale of the campus are very important to the campus constituency. Any new construction should complement the existing architecture and site features.

Vehicular traffic through campus is eliminated by closing a portion of University Drive.

Following are descriptions of the facility and site projects in the Campus Master Plan: renovation, new construction, site work, and land acquisition. Building programs and sizes are projected and will require additional refinement during the design process. These descriptions should be seen as starting points in that process. Southern Adventist University's architectural language and site features are highly regarded by campus constituents. All design work should be respectful of its integrity. Southern Adventist University has also begun work on a green initiative to incorporate sustainability throughout campus. The impact will be seen in operations, new construction, management of resources, and learning opportunities.

Site Projects

Southern Adventist University's location in the foothills nestled between White Oak Mountain and Bauxite Ridge is beautiful, but it does create construction challenges. Southern Adventist University's leadership has given particular attention to the design of a Campus Master Plan that will address space needs to accommodate the exceptional and continued enrollment growth in a way that maintains the cohesiveness and feel of a small campus community.

Currently, the campus has a pronounced north-south orientation on either side of University Drive. The proposed closing of University Drive coupled with the removal of Taylor Circle and parking between Talge and Thatcher Halls creates a contiguous, pedestrian-friendly campus centered around a green quad. The quad is flanked by Talge and Thatcher Halls, Wright Hall, the Hulsey Wellness Center, and the new Student Center/Learning Commons. The beautiful plantings and site features of the K.R. Davis Promenade should be used as the design inspiration for the new front lawn to campus. On the south side, University Drive ends in the Hulsey Wellness Center parking lot. On the north, University Drive dead-ends in a turnaround immediately south of Talge Hall. Wide, brick pedestrian paths are maintained around the fountain connecting the north and south ends of University Drive. A pedestrian mall runs east-west between the fountain and Wright Hall to connect the east and west ends of the new quad, provide opportunities for serendipitous interaction, and allow emergency vehicle access. The site design should incorporate seating and standing nodes pulled off from the main pedestrian circulation. Handicap access to the buildings is required, but most of the parking is removed from the center of campus.

Southern Adventist University is considering relocation of the current Industrial Drive further west. Also, in an effort to consolidate campus services in a new centralized location, the relocation of services currently housed along Industrial Drive provides the opportunity for better pedestrian

Several options are being considered for a road diverting traffic further west of campus.

Moving Industrial Drive increases buildable area.

An artificial turf field eliminates the recovery time needed by grass fields between sport seasons.

Parking is located at the perimeter of campus in relatively close proximity to many campus facilities.

flow at the west side of campus and for more efficient use of land with the opportunity for greater building density in multistory buildings.

Major vehicular traffic is moved to the perimeter by circumventing campus along a new road west of campus or along College Drive on the east. Several options for the new road are being considered. The location of the road will depend on a number of factors. Some of these factors are: the amount of buildable area that will be created between the road and the campus edge, moving the road far enough from the campus edge to reduce the perception that vehicle traffic still goes through campus, and cost. All options end to the north, near the new Village Market and retail space.

Southern Adventist University enjoys highly active participation in intramural sports that require additional fields to alleviate scheduling overloads and field recovery between sports seasons. The Campus Master Plan proposes the addition of an artificial turf field inside the running track to solve these issues.

The Duck Pond is enlarged and designed to help address site hydrology and to further enhance it as an outdoor destination with additional landscaping and a walkway around, and perhaps over, the pond.

Additional parking is needed to accommodate campus growth and to replace parking removed from the center of campus. The new parking lots would be landscaped and screened appropriately. A new parking garage in collaboration with the Collegedale Church on the south side of Iles P.E. Center is proposed. The required number of campus parking stalls will be dictated by the city as new projects are constructed, but there are typical planning standards used to estimate the future need. These standards project 3,900 stalls needed on campus; however, depending on how the building codes are interpreted, this projection could increase. The Campus Master Plan shows approximately 4,000 stalls on the main campus without the proposed parking garage.

Facilities Projects

Student Center/Learning Commons

The Student Center/Learning Commons provides needed space on campus to achieve Campus Master Plan Imperative #1: Living and Learning With Students. The Student Center/Learning Commons comprises three important campus facilities: the Student Center, the Welcome Center, and the Learning Commons. By bringing the Student Center and Learning Commons together a critical mass of students, faculty, and staff is created to maximize engagement opportunities. The facility will encourage campus community and interaction, encourage

The Student Center/Learning Commons will align current and future trends in best practice student centers with best practice libraries and learning commons — incorporating a variety of dining venues, retail operations, social interaction space, student activities and organizations, individual and group study space, student support services, as well as information resources.

Phase I: Student Center

- *Creates a center for campus and student life*
- *Enlarges the activity hub at the campus core*
- *Increases interaction*
- *Provides on-campus places to hang-out space*
- *Creates new space for student programs*
- *Provides new retail and dining opportunities*

Welcome Center

- *Brings potential students and guests to Southern Adventist University's front door*
- *Provides guests with easier wayfinding to the departments most focused on external functions*
- *Creates more efficient adjacencies for staff and potential students*

student involvement, provide needed student activity spaces for a variety of events and activities, and provide different options for study spaces near food venues. A phased construction approach can be implemented. Phase 1 is the Student Center, and Phase 2 is the Learning Commons.

With the recreation fields, the Hulsey Wellness Center and the Student Center/Learning Commons create a primary zone of high activity easily accessed by students, faculty, and staff.

Student Center/Learning Commons Phase 1: Student Center and Welcome Center

Phase 1, the Student Center, includes a food court, student activity program space, student government, student missions, chaplain, evening social gathering and optional study space, relocated Campus Kitchen, Campus Shop, Student Services offices, Conference Services and Events offices, Southern Accent, Mail Services and campus post office, prayer rooms, meeting rooms, the health center, the radio station, and student organizations' workroom.

The campus visit is a key component to transforming potential students into enrolled underclassmen. Research indicates that potential students form an opinion of campus in the first few minutes of their arrival. The Welcome Center located in the new Student Center creates a number of opportunities to make potential students begin to feel that they belong at Southern Adventist University. The Welcome Center should have access to the activity happening within the Student Center as well as take advantage of the views across campus to Wright Hall. Enrollment Services and Conference Services and Events offices and associated support spaces for these departments are included in the Welcome Center. The projected size for Phase 1, Student Center and Welcome Center, is approximately 68,000 gross square feet.

A carillon between the Student Center/Learning Commons and the Hulsey Wellness Center will complete the axis of site features, which include the newly landscaped, unobstructed front lawn, the fountain, and the plaza between the Student Center/Learning Commons and Hulsey Wellness Center.

The Passing the Mantle monument, currently under construction, is to be placed on the new campus green between the Student Center/Learning Commons and Talge Hall.

Student Center/Learning Commons Phase 2: Learning Commons

Phase 2, the Learning Commons, brings together critical academic support functions with various information resource collections, integrated technology and support, and a variety of individual and collaborative study and interaction spaces. Appropriate McKee Library functions are

Phase II: Learning Commons

- *Provides a variety of study spaces*
- *Integrates information resources with academic support services, creating synergistic opportunities to support student success*

Southern Adventist University has an exceptional Student Success Center that will function even more fluidly when all services are located in the same building.

Southern Adventist University currently has a limited variety of housing styles. Until new housing styles are constructed, the university is making adjustments to existing facilities and programming to offer students more choices.

expanded to the new Learning Commons as well. Additional discussion is needed to determine which library activities would relocate to best serve students. The centralized help desk becomes the go-to location for any help a student needs — from obtaining and checking out resources, to getting help using specific technologies, to accessing a variety of student-success services.

Southern Adventist University's strong Student Success Center will be relocated from several buildings to serve students in a single source location within the Learning Commons. The Student Success Center includes Career Services, Counseling and Testing, Disability Support Services, First-Year Experience, International Student Services, and Learning Support Services.

In the design of the facility, it is important to distinguish and accommodate the separation between the noisier social and collaboration spaces from the quieter study spaces. The projected gross square feet for the Learning Commons is approximately 38,500. Adjacent parking is proposed on the existing Fleming Plaza site.

Residence Life

Seven hundred new beds in various housing styles are shown on the Campus Master Plan. This new construction will increase the current number of residents on campus as well as provide replacement beds as needed for Upper and Lower Stateside Apartments. It is cost prohibitive to renovate these buildings given their age, size, and corrective maintenance issues.

A new residence hall is in the planning stages. It is being designed as a cluster-style where multiple bedroom units are clustered around a shared living space. The planned location for this residence hall is at the corner of University Drive and College Drive. An additional 200 new beds in apartments or townhouses are located on the eastern hill overlooking the recreation fields and campus. A third proposed site for student housing is located adjacent to Brock and Wood Halls.

Further updates to Talge Hall and Thatcher Hall will continue to be an ongoing priority. Replacement of built-in furniture with movable furniture, and amenities such as business centers, recreational equipment, and music practice rooms should be considered as appropriate. Programming and amenities in existing and new residence halls should support the ideal living-learning experience that Southern Adventist University wants to provide. Further planning is recommended to incorporate new best practices in learning communities that are best suited to the mission and goals of Southern Adventist University.

Southern Adventist University has enough classrooms to meet current and projected enrollments, but they are not all configured appropriately for current or future projections. This provides an opportunity to reconfigure some classrooms to match current and future teaching pedagogies.

The new Student Center/Learning Commons and Plant 1 square footage will allow Southern Adventist University to expand and be able to organize departments according to the best functional adjacencies.

The atmosphere that can be created in Plant 1 will provide unique and effective space for highly creative disciplines.

Academic & Administrative Departments

Once some of the library functions are relocated to the Student Center/Learning Commons, Plant 1 is renovated for academic use, and portions of Lynn Wood, Wright, and Brock Halls are vacated, Southern will have the opportunity to accomplish multiple academic and administrative goals. These goals include reorganizing department locations to accommodate faculty and staff growth, provide better functional adjacencies, incorporate instructional spaces that offer more variety in pedagogy and state-of-the-art academic technology, and encourage a less department-oriented approach to the use of academic space, specifically general-purpose classrooms. This phased approach allows for continuous change to respond to rapidly changing technologies and academic delivery methods.

The next step, for academic space in particular, is to develop a Teaching and Learning Experience Plan that provides a phased approach to the renovation of all academic facilities on campus. The Teaching and Learning Plan should include a detailed assessment of all existing academic space in alignment with the desired current and future teaching pedagogies to determine a precise approach for creating the needed spaces over time.

Plant 1

In the Campus Master Plan, Plant 1 is renovated as a mixed-use facility housing the School of Visual Art and Design, the Technology and Automotive programs, and other functions that may relocate from Fleming Plaza and buildings along Industrial Drive as leased spaces. The long, narrow wing on the west side of the building is removed. Small additions to the east and west sides and updates to north and south facades are also proposed to provide the facility with new, attractive entrances and to improve the aesthetics of the existing facades.

More detailed programming, planning, and conceptual design is needed to determine the appropriate design for Plant 1. The renovated space is approximately 100,000 gross square feet, and the addition is projected at approximately 15,000 – 25,000 gross square feet.

Hickman Science Center and Mabel Wood Hall

Because Hickman Science Center and Mabel Wood Hall house programs with very specific, specialized space needs and building systems, they will remain science and music respectively. These academic programs should also be included in the academic experience planning so future needs can be addressed.

Wright Hall, McKee Library, Lynn Wood Hall, Summerour Hall, and Brock Hall

The extent of renovations to these facilities will vary depending on departmental space needs and their impact on building systems, the corrective maintenance issues to be addressed in each facility, and desired department adjacencies for the overall campus. Although operational adjacencies are important, the most important factor in determining the appropriate location and adjacencies of departments is how the arrangement supports the goal of providing a seamless total experience for the students. For example, developing a layered approach

Despite a difficult topography, the organization of buildings along the promenade unites the campus and creates attractive, usable outdoor space.

Wright Hall is appropriately located to support the west side of campus with a food venue that provides students with quick and easy access from the promenade.

Hulsey Wellness Center has some flexibility in being able to support additional academic programs that are related to its current functions.

Decisions need to be made in coming years concerning the continued use and historic and financial value of Miller, Daniells, Herin, and Ledford Halls.

to student service functions may provide improved service to students as well as creating greater efficiencies in the use of space. This layered approach might consist of computer kiosks, where students can transact business quickly when they do not need staff aid, and a single transaction counter, where a student can get the majority of the assistance they need related to financial aid, registering for classes, or paying bills. The staff at this desk would also be able to quickly assess whether or not a student needs private, one-on-one time with someone to resolve their issue.

A few of the departments currently located along Industrial Drive, such as Online Learning and Campus Safety spaces also need to be relocated to existing facilities. Wright Hall will continue to offer a significant food service function with the planned expansion of KR's Place. In addition, private dining and catering services will remain in Wright Hall, even though a major food service venue is located in the new Student Center/Learning Commons.

Hulsey Wellness Center and Iles Physical Education Center

Iles Physical Education Center requires renovation to create spaces better suited to Southern Adventist University's needs and to complement the exceptional Hulsey Wellness Center. An addition to the south side of Iles P.E. Center will increase the amount of seating in the gym, giving Southern multipurpose space for gathering as a campus community.

Miller, Daniells, and Herin Halls

Initial assessments of several of the existing academic buildings indicate that these facilities are nearing the end of their useful lives and may not be cost effective to renovate. Although Miller and Daniells Halls are attractive buildings and express Southern Adventist University's architectural language, they are relatively small buildings occupying space along the promenade that may be better used in the future for larger buildings or outdoor gathering spaces.

While Herin Hall's size and location is more ideally suited to the development of a more integrated academic environment, its architectural language does not compliment the overall campus vernacular. Herin Hall provides flexible space that can be used for temporary relocation of departments while other buildings are being renovated.

Southern Adventist University should continue to assess the long-term viability of these buildings; however, these facilities will continue to be used until they are not needed to support the academic program on campus.

Ledford Hall

Ledford Hall is specifically designed to serve the delivery of the Technology program. However, relocating the Technology programs, especially the automotive, into Plant 1 allows better community access to its services from Apison Pike. Ledford Hall is another facility that the university could continue to use or decide to demolish.

The Village Market has become increasingly successful with off-campus patrons. A higher profile, more accessible location on Apison Pike will improve its accessibility while also eliminating the amount of vehicular traffic coming to the center of campus.

Several projects are proposed in cooperation with the Collegedale Church that would fulfill needs for both entities: performing arts center, larger church, and parking garage.

Retail Space: Village Market and Leasable Space

The Campus Master Plan identifies a new location for the Village Market and leasable space west of Plant 1 along Apison Pike. The new location provides easier access for the Collegedale community and reduces car traffic at the center of campus. Fleming Plaza is removed and the land is reused for Phase II of the Student Center/Learning Commons, parking, and greenspace.

The functions currently housed in Fleming Plaza are distributed between the new Student Center/Learning Commons, Plant 1, and the new retail space on Apison Pike as appropriate. The gross square feet projected for the facility is approximately 40,000 for Village Market and 40,000 in additional commercial space.

Projects in Association With Collegedale Church of Seventh-day Adventists







The Collegedale Church serves the campus community. The current facility cannot accommodate the entire campus for worship at the same time in one location; therefore, multiple services are held. Ideally, one larger gathering space would be available to serve the needs of the congregation and the university.

If the elementary school is eventually relocated, the Collegedale Church, with support from Southern, may construct a new 4,000-seat worship space attached to the Spalding Elementary School building. that would serve the needs of both the congregation and the university community. If this occurs, the existing church facility could be considered as a possible performing arts center for Southern Adventist University and the Collegedale community. The proposed parking garage could serve as a centralized location to park a significant number of cars for an event in either, or both, locations.



Campus Master Plan
Scope of Work



	No or Minor Renovation		Potential Demolition
	Medium - Major Renovation		Non-university
	New Construction		Non-university New Construction

THE ACTION PLAN – PHASE 1

The phased action plan assists the university with the implementation of the Campus Master Plan by aligning enrollment, financial projections, and facility needs along a timeline.

Foundational projects are those projects that are currently being developed. They generate momentum for future projects.

The Phase I Action Plan attempts to align institutional priorities with operational realities, resource allocation strategies, and code requirements to determine project sequencing and scheduling.

Low-cost, high-impact projects are focused around creating a more intentional first impression which will build momentum for larger master plan projects.

Recommendations for the first phase of projects combine foundational projects; low-cost, high-impact projects that can be implemented immediately; strategic corrective maintenance activities; and high-priority projects. The selection, sequencing, and scheduling of Phase 1 projects is influenced by a 10-year resource allocation model that aligns institutional resources with institutional priorities.

Growing enrollment and on-campus living requirements are creating an immediate shortage of student housing. The major foundational project at Southern Adventist University is the addition of new student housing at Southern Village scheduled to be complete by the fall of 2011.

The graphic on the following page lists Phase 1 projects with estimated probable costs, anticipated funding sources, and a timeline. Implementing these projects will be realized when enrollment growth and programmatic need align with funding realities. Projects beyond Phase 1 (additional student housing, building renovations and department relocations, Phase 2 of the Student Center/Learning Commons, etc.) are described in this Executive Summary; however, all future phases of the projects will be determined by reviewing the university's needs related to the Vision 20/20 Strategic Plan on an annual basis.

The first priority of the Phase 1 Action Plan is Phase 1 of the Student Center/Learning Commons: the Student Center. Southern Adventist University needs this space to provide a vibrant co-curricular student experience that is integrated with the academic experience. In addition, increased student enrollment is already placing a significant burden on the current food service operation, which will not be able to sustain the projected enrollment in the near future without compromise. A more effective food venue in the new Student Center would be ideally suited to meet this basic student need. When the new Student Center is constructed, Wright Hall is scheduled to be renovated for staff and academic space needs or, like Herin Hall, can be used as flex space for departments in other buildings being renovated.

Student housing continues to be in demand throughout Phase 1. The next student housing project being considered is a new "cluster-style" residence hall adjacent to Southern Village. The campus community is moving forward with this project as soon as possible.

When the campus support departments are relocated from the buildings on the west side of Industrial Drive, the facilities can be removed and additional parking can be added.

Low-cost, high-impact work

recommended to Southern Adventist University include cosmetic fixes especially along the admissions tour route. Other recommendations involve standardization of campus signage, a family of site furniture and amenities, as well as lighting and railings at stairs and ramps. Overall campus standards should be established. A complete list is contained in the supporting document, *Approach and Findings*, available for review by contacting the Vice President for Strategic Initiatives.

Phase 1 Action Plan

Projects are listed in the graphic below with estimated probable costs, anticipated funding sources, and a time frame. Accomplishing these projects is affected by the timing of funding, enrollment growth, and property acquisition.

Phase 1 Action Plan: Projects by Funding Source and Year

Foundational				
	Southern Village Housing	\$2.2M		2011
Phase 1				
	New student housing	\$15M	Debt/Operations	2013-2014
	Student Center (LLC Phase 1)	\$32M	Fundraising	2014-2017
	Plant 1 renovation (Phase 1)	\$5M	Fundraising	2013-2014
	New student housing	\$15M	Debt/Operations	2015-2016
	Industrial Drive parking	\$1.6M	Operations	2016-2018

Approximate cost ranges are for planning purposes only, as no project-specific programming has been completed at this time. Cost ranges are inflated to the time of construction. See appendices of the Approach and findings document for details and sources.

Additional, more detailed support information concerning the the 5D Planning Process followed during the development of the Campus Master Plan, the 10-year Resource Allocation Model, and the Action Plan is also contained in the supporting document, *Approach and Findings*.