**WALTERS STATE MASTER PLAN**

**SPECIAL THANKS**
Dr. Tony Miksa  
President

Mark Hurst  
Vice President for Business Affairs

Brian Hagenburger  
Asst. Director of Plant Operations and Facilities Planning

Office of Planning, Research, and Assessment

All of the Walters State Community College administrators, staff, faculty, and students who contributed to this Master Plan

Barge Design Solutions who contributed to the facilities analysis

**SBC PROJECT NO.**  
166/023-01-2018
// CONTENTS

00 // EXECUTIVE SUMMARY  4
01 // HISTORY & OVERVIEW  9
College History
Walters State Campuses
Previous Master Plan
Degree Programs Offered
Regional Context

02 // GOAL FORMULATION  27
Institutional Mission & Vision
Input from the Campus Community

03 // EXISTING CONDITIONS  35
Morristown Campus
Other Campuses

04 // FUTURE REQUIREMENTS  45
Enrollment Trends
Station Occupancy
Room Utilization
Space Calculations

05 // MASTER PLAN  53
Importance of the Physical Campus
Morristown Campus Improvements
Sevier County Campus Improvements
Other Campus Recommendations
Land Acquisition

06 // IMPLEMENTATION  79

07 // APPENDIX  85
THEC Model Detailed Results
Detailed Facilities Audit
WALTERS STATE COMMUNITY COLLEGE

Walters State Community College had a total headcount enrollment of 6,279 in Fall 2019. The majority of students are located on the main campus in Morristown, which opened in 1970.

Flat enrollment trends on the Morristown Campus, combined with existing space surpluses, mean that this Master Plan is not recommending any new buildings on the Morristown Campus. Instead, a series of repurposings are proposed to upgrade aging buildings and create better utilized spaces. The centerpiece of these is a new Campus Hub that would serve as a one-stop-shop.

Proposed outdoor improvements complement the indoor migrations to create gathering spaces, improve the ability to attract students, and increase visibility in the community with new monumental signage and an arrival sequence that was complicated by a highway redesign.
MORRISTOWN CAMPUS MASTER PLAN OVERVIEW

A  NEW CAMPUS HUB
B  ARRIVAL PLAZA
C  QUADRANGLE IMPROVEMENTS
D  NEW ATHLETIC FACILITIES
E  GATEWAY SIGNS
F  ENTRANCE IMPROVEMENTS
G  PARKING LOT PLANTINGS
H  NEW ACCESS ROAD
PROPOSED IMPROVEMENTS ON OTHER CAMPUSSES

SEVIER COUNTY CAMPUS
This campus is projected to experience modest growth due to population and economic trends. For this reason, two additional building sites have been identified in the Master Plan.

Other improvements on this campus include parking expansions to serve a growing enrollment, and other outdoor enhancements to improve the campus experience and provide continuity with the Morristown Campus.

PUBLIC SAFETY CAMPUS
This land, contiguous with the Morristown Campus but located across a highway, needs some minor improvements to better serve its unique mission of law enforcement training.

EXPO CENTER
The Great Smoky Mountains Expo Center is near the Morristown Campus and serves as an important event venue for the broader region as well as the Walters State community. Several renovations are proposed to its barns and facilities.

NISWONGER CAMPUS
This campus has a single building that is one of the finest facilities in the TBR system. Space needs are minimal but some renovations are proposed. This campus is unique in that it provides dormitory space for public safety students. The primary recommendation for this campus is expanded parking, including associated land acquisition.

CLAIBORNE COUNTY CAMPUS
This rural campus has recommendations for renovations to several common spaces, as well as outdoor enhancements and accessibility improvements.

THE IMPORTANCE OF THE PHYSICAL CAMPUS
Developing this Master Plan during the COVID-19 pandemic presented a number of unique questions. While some of these will take time to research and evaluate, one thing is clear: the role of the physical campus and the interactions it provides is crucial for not just successful learning outcomes, but to recruiting students and ensuring a successful college experience.
SEVIER COUNTY CAMPUS MASTER PLAN OVERVIEW

A  FUTURE BUILDINGS
B  ENTRANCE IMPROVEMENTS
C  EXPANDED PARKING
D  ATHLETIC FIELDS & LOOP TRAIL
E  OUTDOOR CLASSROOM
F  FARM-TO-TABLE GARDEN
01 // HISTORY & OVERVIEW

>> COLLEGE HISTORY

>> WALTERS STATE CAMPUSES

>> PREVIOUS MASTER PLAN

>> DEGREE PROGRAMS OFFERED

>> REGIONAL CONTEXT
COLLEGE HISTORY

After a ground-breaking in September 1969, Walters State opened for classes in September 1970 to 414 students while the campus was still under construction. It initially had 27 total faculty and staff and offered five career programs: law enforcement, secretarial science, manufacturing, library services, and architectural technology.

The school colors, still reflected in this Master Plan, were voted on by the students in 1971-72. The basketball and baseball teams began in 1972, with tennis and golf added in 1978.

An expansion of the number of campuses in the 1980s and 90s led to an increased presence in the region, along with the introduction of tele-instruction in 1986.

WHO IS WALTERS STATE’S NAMESAKE?

HERBERT S. WALTERS  
(1891-1973)

- Born in Jefferson County
- Banker and owner of a highway construction firm
- Representative in Tennessee House of Representatives
- Brief service as a United States Senator
- University of Tennessee Board of Trustees
- Instrumental in bringing industrial jobs to Morristown
construction of the Morristown Campus in 1970
WALTERS STATE CAMPUS

CLAIBORNE COUNTY (TAZEWELL) CAMPUS
opened 1995
65,100 gross sq. ft.

MORRISTOWN CAMPUS
opened 1970
499,900 gross sq. ft.

SEVIER COUNTY CAMPUS
opened 1999
93,300 gross sq. ft.

NISWONGER (GREENVILLE) CAMPUS
opened 1995
101,200 gross sq. ft.
FALL 2019 ENROLLMENT BY CAMPUS

- Morristown & Online: 2,328 FTE
- Sevier Co.: 785 FTE
- Niswonger: 610 FTE
- Other: 296 FTE
- Claiborne Co.: 200 FTE

QUICK FACTS

- Annual tuition and fees: $4,242

HIGHEST STUDENT RETENTION RATE

- Second highest percentage of traditional students among Tennessee community colleges

Data source: Tennessee Board of Regents
PREVIOUS MASTER PLAN

PREVIOUS MASTER PLAN: MORRISTOWN CAMPUS
The previous plan projected modest enrollment growth on the Morristown Campus, but enrollment has returned to pre-Recession levels and not increased as projected. The main recommendations are as follows:

- Construction of the Student Services Building and relocation of some departments (see diagram below) (project completed)

- Addition to the Natural Science Building
- A new baseball field, softball field, and athletics complex on the north end of campus
- Additional parking on the site of the existing baseball field
- Trail system near Public Safety site (project completed)
- Improved entrances and signage (project partially completed)

PREVIOUS MASTER PLAN: PROGRESS MADE
The most recent master plan for Walters State was prepared in 2008 by a team led by McCarty Holsaple McCarty. This plan identified needs on all four campuses. Significant progress has been made toward implementing the recommendations of the plan.
PREVIOUS MASTER PLAN: SEVIER COUNTY CAMPUS
The growth projected by the previous plan has not yet been reached, Cates-Cushaw Hall and the Connor-Short Center had just opened when the Master Plan was written, so no significant space needs were identified. Main recommendations are as follows:

- New degree programs
- New Multi-Purpose Facility to include a theater and gym
- Parking expansions
- Creation of an infrastructure loop
- Proposed building sites (one new building completed)

PREVIOUS MASTER PLAN: GREENVILLE CAMPUS
At the time of the previous plan, the Greenville Campus was located in the former Laughlin Hospital building, which has since been demolished. Main recommendations are as follows:

- New degree programs (project completed)
- Additional parking (project completed)
- Potential land acquisition
- Proposed new building and administrative addition (project completed)
- Demolition of hospital building (project completed)

PREVIOUS MASTER PLAN: CLAIBORNE COUNTY CAMPUS
At the time of the previous plan, the Claiborne County Campus was in leased space in downtown Tazewell. Main recommendations are as follows:

- Expanded course offerings
- Acquisition of former high school, renovation, demolition of unusable areas of building (project completed)

PREVIOUS MASTER PLAN: EXPO CENTER
The Great Smoky Mountains Exposition Center was included in the previous master plan. Main recommendations are as follows:

- New viticulture program, classroom, and vineyards
- Land acquisition for additional parking
- Water and electrical hookup area for recreational vehicles (RVs) (project completed)
DEGREE PROGRAMS OFFERED

CERTIFICATES

ASSOCIATE DEGREES


TRANSFER DEGREES

### DEMOGRAPHIC CONTEXT

Master Planning should not occur in isolation, but should be informed by an institution’s regional context and demographic trends. First among these is the forecasted population growth in the service area. The map on the following page shows the projected population growth over the next decade by county in Walters State’s service area.

Growth is expected to be highest in Sevier County, as well as in the counties surrounding the Morristown Campus. Overall, Walters State’s service area is expected to add nearly 23,000 residents over the next decade.

### POPULATION DISTRIBUTION

Existing campuses are well located to serve population centers located in Morristown, Sevierville, and Greenville. The remainder of the region is low-density and rural, but few areas are more than a 45-minute drive from an existing campus.

Educational attainment varies significantly across the service area, with significant areas above the statewide average, indicating the need for additional higher education credentials.

There is currently a dip in enrollment in elementary school students in the service area that could contribute to a slight enrollment dip in the next 15 years, but no “enrollment cliff” is expected.

### THE K-12 PIPELINE

![Graph showing total K-12 enrollment by grade in Walters State Service Area (2019-2020)]
>> PROJECTED ANNUAL POPULATION GROWTH (2018-2028)

CLAIBORNE COUNTY 0.3%
UNION COUNTY 0.2%
GRAINGER COUNTY 0.4%
JEFFERSON COUNTY 0.7%
COCKE COUNTY 0.2%
SEVIER COUNTY 1.2%
HAMBLEN COUNTY 0.5%
HANCOCK COUNTY -0.5%
HAWKINS COUNTY -0.1%
GREENE COUNTY 0.2%

22,916 new residents 2018-2028

Esri, HERE, Garmin, (c) OpenStreetMap Contributors, and the GIS user community

2021 MASTER PLAN 19
Each dot represents 350 residents. Dot locations are approximate.

Source: U.S. Census American Community Survey 2017 Data

Esri, HERE, Garmin, (c) OpenStreetMap Contributors, and the GIS user community
POPULATION WITHOUT COLLEGE DEGREE

CLAIBORNE COUNTY CAMPUS
MORRISTOWN CAMPUS
NISWONGER CAMPUS
SEVIER COUNTY CAMPUS

7.8% or less
7.8% to 18%
18% to 22%
22% to 27%
27% to 33%

Source: U.S. Census American Community Survey 2017 Data
Esri, HERE, Garmin, (c) OpenStreetMap Contributors, and the GIS user community

23% statewide average
REGIONAL JOB OUTLOOK

Many degree programs at Walters State prepare graduates to immediately enter the workforce. The job outlook for these fields is important for understanding the success of these programs, but must be understood in the context of real-world conditions that are not always reflected by data.

Labor data is provided at the scale of the Economic Development Districts established by the State of Tennessee. In general, most programs have a high or medium outlook. Some data are based on jobs that require a 4-year degree, assuming that Walters State graduates will continue their education elsewhere. Some transfer and other are not shown because graduates end up in a broad variety of jobs.
JOB OUTLOOK EAST TENNESSEE DEVELOPMENT DISTRICT

HIGHEST DEMAND

- Law Enforcement Officer
- Nursing
- Physical Therapy Assistant
- Respiratory Therapist
- Secondary School Teachers
- Surgical Technologist

HIGH DEMAND

- Accountants and Auditors
- Dental Assisting
- Dental Hygienist
- Elementary School Teacher
- Emergency Medical Technician (EMT)/Paramedic
- Food Preparation and Serving Supervisors
- Industrial Machinery
- Information Technology*
- Lodging Managers
- Music Director
- Network Support Specialists
- Occupational Therapy Assistant
- Paralegal
- Pharmacy Assisting
- Radiologic Technologist
- Special Education Teachers

MEDIUM DEMAND

- Architectural and Civil Drafters
- Firefighters
- Health Information Management
- Landscaping Worker Supervisor
- Medical Equipment Preparers
- Medical Records and Health Information Technicians
- Optometrist
- Preschool Teacher
- Veterinary Assistant

LOW DEMAND

- Architectural and Civil Drafters
- Chiropractors
- Farmers, Ranchers, and Other Agricultural Managers
- Food Preparation and Serving Workers
- Musicians and Singers
- Reporters and Correspondents

Source: Tennessee Department of Labor and Workforce Development
*Statewide projection - data is not available at the level of economic development district for this occupation
Also, no data is available for this district for veterinary assistant jobs
JOB OUTLOOK NORTHEAST TENNESSEE
DEVELOPMENT DISTRICT

HIGHEST DEMAND
- Radiologic Technologist
- Respiratory Therapist

HIGH DEMAND
- Accountants and Auditors
- Dental Hygienist
- Elementary School Teacher
- Emergency Medical Technician (EMT)/Paramedic
- Farmers, Ranchers, and Other Agricultural Managers
- Food Preparation and Serving Supervisors
- Information Technology*
- Law Enforcement Officer
- Nursing
- Pharmacy Assisting
- Secondary School Teachers
- Surgical Technologist

MEDIUM DEMAND
- Dental Assisting
- Landscaping Worker Supervisor
- Lodging Managers
- Industrial Machinery
- Music Director
- Network Support Specialists
- Paralegal
- Preschool Teacher
- Special Education Teachers

LOW DEMAND
- Medical Equipment Preparers

LOWEST DEMAND
- Health Information Management
- Medical Records and Health Information Technicians
- Optometrist
- Reporters and Correspondents

Source: Tennessee Department of Labor and Workforce Development
*Statewide projection - data is not available at the level of economic development district for this occupation
Also, no data is available for this district for the following occupations: Chiropractors, firefighters, food preparation and serving workers, musicians and singers, occupational therapy assistants, physical therapy assistants
02 // GOAL FORMULATION

>> INSTITUTIONAL MISSION & VISION

>> INPUT FROM THE CAMPUS COMMUNITY
INSTITUTIONAL MISSION & VISION

VISION
Walters State, as a premier community college, will be committed to increasing educational attainment and workforce preparedness through excellence in teaching and service.

MISSION
Walters State is a learning-centered, comprehensive, public community college dedicated to increasing educational attainment and supporting economic development by providing affordable, high quality educational opportunities.

CAMPUS COMPACT. WALTERS STATE IS:

• **An Educationally Purposeful Community**, where students, faculty, administrators, and staff share academic goals and work together to strengthen teaching and learning.
• **An Open Community**, where freedom of expression is uncompromisingly protected and where civility is powerfully affirmed.
• **A Just Community**, where the sacredness of the person is honored and where diversity is aggressively pursued.
• **A Disciplined Community**, where individuals accept their obligations to the group and where well-defined governance procedures guide behavior for the common good.
• **A Caring Community**, where the well being of each member is sensitively supported and where service to others is encouraged.
• **A Celebrative Community**, where the heritage of the institution is remembered and where rituals affirming both tradition and change are widely shared.
• **A Grateful Community**, where we are thankful for all of our generous benefactors and supporters.

KEY PLANNING PRIORITIES
Walters State’s Strategic Plan outlines TBR Key Planning Priorities and provides associated goals, strategies, objectives, and indicators for each priority. The goals are listed below.

GOALS A1 - A5 // ACCESS

Goal A1: Provide more opportunities for citizens of its region to access courses and programs and complete a certificate, degree, or workforce development credential through the use of technology and the development of campus sites.

Goal A2: Provide greater accessibility and a broader array of student services through the use of technology.

Goal A3: Increase participation levels of historically underrepresented and underserved populations through its Access and Diversity Plan.

Goal A4: Seek partnerships with private, public, and corporate entities
to provide and expand educational and workforce development opportunities, especially for non-traditional students and underserved populations.

**Goal A5:** Create vibrant, appealing campuses and facilities conducive to learning, student activities, and community engagement.

**GOALS S1 - S3 // STUDENT SUCCESS**

**Goal S1:** Enhance student persistence to the completion of the postsecondary credential or degree.

**Goal S2:** Develop student support and communication strategies to foster student success.

**Goal S3:** Increase the number of students who complete a postsecondary credential, including certificates and associate degrees.

**GOALS Q1 - Q4 // QUALITY**

**Goal Q1:** Monitor and improve the effectiveness of its educational programs.

**Goal Q2:** Monitor and improve the effectiveness in the areas of administrative support services, academic and student support services, and community and public service.

**Goal Q3:** Provide effective educational programs, activities, and services by continuously enhancing quality through the use of data from monitoring multiple indicators.

**Goal Q4:** Develop and maintain effective partnerships in support of its institutional mission.

**GOALS R1- R2 // RESOURCEFULNESS & EFFICIENCY**

**Goal R1:** Address efficient use of resources through multiple approaches such as prudent management, development of other sources of support, and pursuit of entrepreneurial initiatives.

**Goal R2:** Achieve greater efficiency through developing and adopting best practices, pursuing collaborations, and eliminating duplication and obstacles to competitiveness.
A number of outreach efforts were conducted as a part of this Master Plan in order to ensure that the plan reflects the needs and desires of students, faculty, administrators, and staff. One-on-one interviews with faculty, staff, and administrators were supplemented with input from an online survey sent out campus-wide that allowed all students to share their input.

A total of 289 students took the online survey, including 164 students from the Morristown Campus—only the results from this campus are shown here.

Given the pandemic and the inability to speak with students in person, an online focus group allowed an additional group of students from all campuses to share their thoughts on the Master Plan.
"I WOULD SPEND A LOT MORE TIME ON CAMPUS IF THERE WERE MORE PLACES TO SIT."

"THERE’S NOT REALLY ANY AREAS TO TAKE IT ALL IN."

"IT DOESN’T REALLY FEEL LIKE A COLLEGE CAMPUS."

"I WOULD SPEND A LOT MORE TIME ON CAMPUS IF THERE WERE MORE PLACES TO SIT."

"NO GOOD "INSTAWORTHY" SPOTS.

"WALTERS STATE MAKES EVERY STUDENT FEEL WELCOMED"

"WALTERS STATE IS REALLY AN EXCELLENT COMMUNITY COLLEGE"

"I LOVE MY CAMPUS AND THE STAFF TAKES GOOD CARE OF IT"

"ALWAYS HAVE GREAT EXPERIENCE ON CAMPUS"

"I SIMPLY LOVE WALTERS STATE"

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"I LOVE MY CAMPUS AND THE STAFF TAKES GOOD CARE OF IT"

"WALTERS STATE IS REALLY AN EXCELLENT COMMUNITY COLLEGE"

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"IT DOESN’T REALLY FEEL LIKE A COLLEGE CAMPUS."

"I WOULD SPEND A LOT MORE TIME ON CAMPUS IF THERE WERE MORE PLACES TO SIT."

"THERE’S NOT REALLY ANY AREAS TO TAKE IT ALL IN."

"NO GOOD "INSTAWORTHY" SPOTS.

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"I LOVE MY CAMPUS AND THE STAFF TAKES GOOD CARE OF IT"

"WALTERS STATE IS REALLY AN EXCELLENT COMMUNITY COLLEGE"

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"IT DOESN’T REALLY FEEL LIKE A COLLEGE CAMPUS."

"I WOULD SPEND A LOT MORE TIME ON CAMPUS IF THERE WERE MORE PLACES TO SIT."

"THERE’S NOT REALLY ANY AREAS TO TAKE IT ALL IN."

"NO GOOD "INSTAWORTHY" SPOTS.

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"I LOVE MY CAMPUS AND THE STAFF TAKES GOOD CARE OF IT"

"WALTERS STATE IS REALLY AN EXCELLENT COMMUNITY COLLEGE"

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"IT DOESN’T REALLY FEEL LIKE A COLLEGE CAMPUS."

"I WOULD SPEND A LOT MORE TIME ON CAMPUS IF THERE WERE MORE PLACES TO SIT."

"THERE’S NOT REALLY ANY AREAS TO TAKE IT ALL IN."

"NO GOOD "INSTAWORTHY" SPOTS.

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"I LOVE MY CAMPUS AND THE STAFF TAKES GOOD CARE OF IT"

"WALTERS STATE IS REALLY AN EXCELLENT COMMUNITY COLLEGE"

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"IT DOESN’T REALLY FEEL LIKE A COLLEGE CAMPUS."

"I WOULD SPEND A LOT MORE TIME ON CAMPUS IF THERE WERE MORE PLACES TO SIT."

"THERE’S NOT REALLY ANY AREAS TO TAKE IT ALL IN."

"NO GOOD "INSTAWORTHY" SPOTS.

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"I LOVE MY CAMPUS AND THE STAFF TAKES GOOD CARE OF IT"

"WALTERS STATE IS REALLY AN EXCELLENT COMMUNITY COLLEGE"

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"IT DOESN’T REALLY FEEL LIKE A COLLEGE CAMPUS."

"I WOULD SPEND A LOT MORE TIME ON CAMPUS IF THERE WERE MORE PLACES TO SIT."

"THERE’S NOT REALLY ANY AREAS TO TAKE IT ALL IN."

"NO GOOD "INSTAWORTHY" SPOTS.

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"I LOVE MY CAMPUS AND THE STAFF TAKES GOOD CARE OF IT"

"WALTERS STATE IS REALLY AN EXCELLENT COMMUNITY COLLEGE"

"WSCC MAKES EVERY STUDENT FEEL WELCOMED"

"IT DOESN’T REALLY FEEL LIKE A COLLEGE CAMPUS."

"I WOULD SPEND A LOT MORE TIME ON CAMPUS IF THERE WERE MORE PLACES TO SIT."

"THERE’S NOT REALLY ANY AREAS TO TAKE IT ALL IN."

"NO GOOD "INSTAWORTHY" SPOTS.
FACULTY & STAFF SURVEY RESULTS

An online survey asked faculty and staff a number of questions about their division or department needs, and the campus as a whole. 59 responses were received on the Morristown Campus and are summarized here.

HOW ADEQUATE ARE EXISTING INDOOR AND OUTDOOR GATHERING SPACES ON THE MORRISTOWN CAMPUS?

IMAGE SURVEY
Images rated as appropriate for the future of campus included photos of indoor and outdoor gathering spaces, and entry features. Images of dated, private offices were preferred over modern, open offices, even when the private offices had no windows.

WHAT TYPES OF SPACE DOES YOUR ACADEMIC DIVISION CURRENTLY NEED MORE OF?

67% STUDY AREAS

left image courtesy Jeffrey Beall
images courtesy Tulane Public Relations (right) and Camplain College Dublin (left)
WHAT ONE WORD WOULD YOU USE TO DESCRIBE THE MORRISTOWN CAMPUS TODAY?

Dated

WHAT ONE WORD WOULD YOU USE TO DESCRIBE WHAT THE CAMPUS COULD BECOME IN THE FUTURE?

Inviting

WHAT ONE PHYSICAL IMPROVEMENT COULD BE MADE ON THE MORRISTOWN CAMPUS THAT WOULD HAVE THE MOST POSITIVE IMPACT ON STUDENTS?

(The three most popular comments from faculty and staff)

1. SIGNAGE
2. GATHERING PLACES
3. STUDY AREAS AND CAMPUS UPDATES / MODERNIZATION
03 // EXISTING CONDITIONS

>> MORRISTOWN CAMPUS

>> OTHER CAMPUSES
MORRISTOWN CAMPUS

The main portion of Walters State’s campus in Morristown consists of 94 acres located along Tennessee Highway 32 just south of the College Square Mall. Another 31 acres located across the highway provides space for the public safety programs, including a driver training course.

The campus is located less than two miles due east of downtown Morristown, and just under an hour’s drive from downtown Knoxville. The campus is in a suburban setting, adjacent to the College Square Mall, a shopping center, and some residential subdivisions.

The quad is located approximately 1,400 feet above sea level and drains to the north, to Thompson Creek and Cherokee Lake.

VEHICULAR CIRCULATION

Since the previous Master Plan, TDOT made significant alterations to Highway 32 and the entrance sequence to campus. These have made it more difficult to reach the campus, require more circuitous routes, and have deprived the campus of a sense of arrival. Given the significant cost invested in these changes, it is unlikely they can be altered. Future master plans should study how to improve upon the design. A small driveway behind the softball field connects the campus to the mall loop road today and allows traffic to reach the stoplight on Highway 11 to the north.

Once on campus, vehicles follow a mostly continuous loop road that connects all parking lots and separates them from a pedestrian core. There are no major conflict areas between drivers and pedestrians.
PEDESTRIAN CIRCULATION
The campus is based on the classic college campus design, with a pedestrian-only quad and organic system of paths. This functions well, although some building entrances on the quad are not pronounced and may be difficult to find. Many students enter the buildings from the parking lots. The atrium of the College Center is a major pedestrian gateway to the quad.

GATHERING PLACES
The most significant indoor gathering spaces are the dining space in the College Center, common spaces in the Library, and the former cafe in the Student Services Building. The outdoor gathering places that exist are not well utilized today and lack amenities including shade and furniture that promotes socializing.

AN ACCESS CONUNDRUM
Changes implemented by TDOT in 2013 made access to the campus confusing, require circuitous routes, and deprive the campus of a main entry point.
GREAT SMOKY MOUNTAIN EXPO CENTER

The Expo Center is operated by Walters State but also serves a broader community function and is located near I-40, about a 15-minute drive south of the Morristown Campus.

Some agriculture classes are taught on site, but the facility mainly serves larger events. It includes an arena that seats 3,800 people (plus room for an additional 2,000 when seating is provided on the floor), plus four large barns and other event and meeting facilities.

Events include rodeos, horse shows, motocross, demolition derbies, remote control car races, graduations, concerts, and more. Revenue in 2017 totaled $330,000 for the facility, not including money spent at local businesses by visitors.
SEVIER COUNTY CAMPUS
The Sevier County Campus is located on 67 acres of land a few minutes’ east of downtown Sevierville and is bordered by the West Fork of the Little Pigeon River. Its fourth and newest building (not shown below) creates a true college campus feel by enclosing a central quad that has become a gathering place.

The pond out front, traditional architecture, well-maintained lawns, and mature trees have created a lovely campus environment for passersby and the students who use the campus every day.

Existing parking is nearly full when students are on campus. Parking is easily reached by a central loop road, with a monumental entrance sign at the west. There are several outdoor covered gathering spaces, athletic fields, and a frisbee golf course. These are all regularly used by students and help contribute to the collegiate feel. The campus is also on a central heating/cooling system.
NISWONGER CAMPUS
This campus, located in downtown Greenville, was built in cooperation with a local foundation and has a spectacular presence that helps advertise Walters State (including to students at the high school across the street) and make local students proud.

With only a single building, circulation patterns are simple and internal. Indoor and outdoor gathering spaces are adequate and include an open computer lab, central lobby, and inactive dining hall, in addition to outdoor seating areas. The primary need is for additional parking spaces within walking distance.

This campus is also unique in that it is the only TBR campus to provide housing. This is for students of the police academy, which are located in a secure wing of the building.
CLAIBORNE COUNTY CAMPUS

This rural campus is located in an “at-risk” economic status county and provides an invaluable service to the community through its teaching spaces, meeting space, and community partners.

The hilltop site provides an excellent location, but is not fully visible from the nearby highway. Parking is adequate but lacks trees, and there is no sense of arrival or campus feel.

There are no outdoor gathering spaces on campus, and the former cafeteria space is not currently in use, so there are no indoor gathering spaces except for classrooms and some furniture in the hallways.
04 // FUTURE REQUIREMENTS

» ENROLLMENT TRENDS

» STATION OCCUPANCY

» ROOM UTILIZATION

» SPACE CALCULATIONS
ENROLLMENT TRENDS

From 1979 to 2019, Walters State’s institution-wide enrollment grew by 1.4% annually on average. Enrollment has declined over the past decade and has not yet returned to its pre-Recession peak. The COVID-19 pandemic caused a drop in 2020 enrollment.

Walters States’ enrollment trends in recent years are similar to those of other rural colleges in Tennessee.

Many factors can affect future enrollment growth, some of which (such as national economic trends and global pandemics) are difficult to project. Although recent years have seen a small decline in enrollment, this Master Plan assumes that there will be modest growth on all campuses of perhaps 1-2% per year, or 2-3% per year at the Sevier County campus, due to higher projected population growth.

INSTITUTION-WIDE ENROLLMENT GROWTH (FALL FTE)
POTENTIAL ACADEMIC PROGRAMS

Creating new academic programs will help drive enrollment growth beyond what local high school graduates and other demographic trends contribute. The following programs are proposed to serve the needs of potential students in the region, as well as employers in need of skilled workers.

- Construction Management
- Digital Media (Morristown campus)
- Civil Engineering (Morristown campus)
- Computer Science (Morristown Campus)
- Computer science (degree program, Sevier County campus)
- Dental Assisting (Sevier County campus)
- Medical lab technology (Sevier County campus)
- Education (Niswonger campus)
- Aviation (Niswonger campus)
- Logistics (Niswonger campus)
- Additional workforce training programs, including medical and industrial/corporate training

Walters State was in many ways already equipped for the shift to hybrid and online courses in the Spring and Fall of 2020 because of their existing online offerings.

While it is too early for data on how the shift in teaching delivery methods affected learning outcomes, important questions must be answered before long-term decisions are made about online delivery.

Once a course delivery strategy is determined—a strategy that leverages the benefits of online learning while responding to learning outcome challenges—space assumptions should be revisited to incorporate flexible teaching and meeting spaces, as well as the scheduling implications of hybrid courses.
Average station occupancy indicates the percentage of seats or lab stations filled, based on Fall 2019 course data. Classroom occupancy falls below the THEC standard of 80% in all buildings. The standard for lab station occupancy is lower (60%) and several buildings exceed this standard.

Low station occupancy in general is likely due to low enrollment sections, a common situation on college campuses with smaller student bodies, as well as the challenges associated with filling sections of more technical courses that need specialized lab space.
While there is no THEC standard for what percent of classrooms and labs should be scheduled, utilization numbers in general are low for classrooms, and very low for labs.

Classroom utilization on the Morristown Campus is highest between 10:00 a.m. and noon, but quickly drops off in the afternoon, especially on Fridays.

Lab utilization is low throughout the day, but drops off after 3:00 p.m. Even at its morning peak, only 30% of labs on the Morristown campus are in use.

This is due in part to specialized labs that are difficult to fully schedule on small campuses with a limited number of sections, but overall these numbers reflect the potential to increase course offerings through improved course scheduling in existing space.
Any space model should be seen as a tool for understanding general space needs, not as a precise indicator of exact conditions. In this Master Plan, results of the model are considered along with information provided during interviews with the campus community.

While Fall 2020 data was available, it was determined that Fall 2019 data would provide the best results considering that many classes were online in Fall 2020 due to the COVID-19 pandemic.

All areas shown on this page and the following pages are given in net assignable square feet, which does not include spaces such as hallways and restrooms that are necessary to serve assignable spaces.

Existing and future space needs were calculated using data on courses, rooms, employee counts, and other information provided by Walters State. These needs are based on the Tennessee Higher Education Commission (THEC) space model.

All Walters State campus show a surplus in most space categories. On the Morristown Campus, surpluses are significant, particularly for teaching, administrative office, and library space. A walk through the campus confirms the large amounts of these types of space.

Walters State has more robust athletic programs than most community colleges, and so likely needs additional space, even though the model shows a surplus.

The model shows a need for additional types of some space on the Sevier County campus, but the new building that opened in 2020 met these needs. Niswonger shows a need for additional labs but did not report any significant shortages.

Space needs were not calculated for future enrollment benchmarks because modest growth is not expected to generate significant space needs in the mid-term.
FALL 2019 SPACE NEEDS/SURPLUS

ASSIGNABLE SQUARE FEET

CLASSROOMS
TEACHING LABS
OPEN LABS
FACULTY OFFICES
ADMIN OFFICES
LIBRARY
RECREATION

SURPLUS
NEED

MORRISTOWN CAMPUS
SEVIER COUNTY CAMPUS
NISWONGER CAMPUS
CLAIBORNE COUNTY CAMPUS
05 // MASTER PLAN

>> IMPORTANCE OF THE PHYSICAL CAMPUS

>> MORRISTOWN CAMPUS IMPROVEMENTS

>> SEVIER COUNTY CAMPUS IMPROVEMENTS

>> OTHER CAMPUS RECOMMENDATIONS

>> LAND ACQUISITION
THE IMPORTANCE OF THE PHYSICAL CAMPUS

As our communities become increasingly physically and ideologically divided, the importance of in-person learning and interaction becomes even more crucial. While many face-to-face activities on campus were reduced during the COVID-19 pandemic, this Master Plan is based on the assumption that students will best succeed and thrive when provided a robust selection of personal instruction and interactions on a thoughtfully designed physical campus.

REMOTE LEARNING CHALLENGES

Walters State has been promoting and expanding its remote learning opportunities for decades and so was equipped in some regard to switch to online classes in March 2020.

Community colleges nationwide have faced more challenges related to the closure of their physical campuses, given that they serve many students who are limited in terms of finances, the presence of college graduates in their families, high speed internet access, quiet study space, and balancing work and other commitments.\[1\]

Online offerings should continue to be a part of Walters State’s strategy for years to come, but the focus of this Master Plan is on how to provide the physical spaces students need to grow and learn.

A LEARNING COMMUNITY

Walters State’s Strategic Plan emphasizes the college’s mission of “promoting diversity and enhancing cultural awareness.” The college experience allows students, especially young people, to be exposed to diverse perspectives, both in the classroom and in informal interactions. These interactions have been significantly interrupted by online-only learning.

A WALKABLE CAMPUS

The sense of place that students experience on a college campus is important because it is the only walkable community that many students will ever know, as our nation becomes increasingly dependent on automobiles. This is an integral part of the college experience and provides the backdrop for the knowledge building and relationships that are difficult to form in less human-scaled environments.

HOW DO YOU PREFER TO TAKE CLASSES?

Source: Master Plan student survey

THE PHYSICAL CAMPUS NOT ONLY SERVES AS A REFLECTION OF THE COLLEGIATE COMMUNITY. IT IS THE SETTING FOR ENCOUNTERS WITH NEW IDEAS AND PERSPECTIVES, A TRUE PLACE OF LEARNING.
MORRISTOWN CAMPUS MASTER PLAN OVERVIEW

A NEW CAMPUS HUB
B ARRIVAL PLAZA
C QUADRANGLE IMPROVEMENTS
D NEW ATHLETIC FACILITIES

E GATEWAY SIGNS
F ENTRANCE IMPROVEMENTS
G PARKING LOT PLANTINGS
H NEW ACCESS ROAD
ARRIVAL PLAZA DETAIL

QUADRANGLE IMPROVEMENTS

LIBRARY AND NEW CAMPUS HUB

ARRIVAL PLAZA AND EVENT SPACE

LANDSCAPING IMPROVEMENTS

NEW TREES IN PARKING LOTS
A CAMPUS HUB

The proposed Campus Hub would be located in the library to fill underutilized space. It would serve as a one-stop shop with the following services.

- Enrollment services (admissions)
- Financial aid and bursar
- IT help desk
- Counseling and disability services
- Learning support, student success center, and tutoring

The consolidation of these functions will create a true heart of campus that also includes study spaces, collaboration rooms, informational kiosks, and meeting spaces.

The Campus Hub will be more visible than the current locations of these functions and take advantage of the natural light in the library, as well as the new Arrival Plaza.

Space should be designed with collaboration in mind, using flexible furniture, and open stations where cross-trained staff can assist students with a variety of questions.
**ARRIVAL PLAZA**

This plaza will serve as the new formal “front door” of the campus and an active entrance to the Campus Hub. A paved area will serve as a drop-off space and outdoor “room” that highlights the existing glass wall of the library. New doors will open from the library onto this space, and create a new pedestrian connection through the building to the quad.

The plaza paving expands through an existing parking lot drive, which will be designed to be temporarily closed to vehicles and accommodate outdoor events such as graduation.

Next to the plaza, mounded turf landscaped forms with flowers and other seasonal plantings serve as a dramatic entrance feature and outdoor gathering space. These are a human-scaled and usable transition from the gentle, wildflower mounds along the entrance drive as part of the arrival sequence.
The quad is the physical heart of campus, but students reported using it only as a pass-through. A series of low-cost improvements could transform this space into an active “living room” for campus that would provide space for studying, recreation, and socializing.

- Moveable furniture can be reconfigured by students
- Game equipment will provide opportunities for recreation
- Hammocks will allow for informal seating and a relaxed atmosphere
- Additional tree plantings will provide shade during the warmer months
NEW ATHLETIC FACILITIES

The existing athletic practice facilities, locker rooms, and related spaces have reached the end of their useful life. A new shared baseball and softball facility building should be constructed. The reconstruction of the baseball and softball fields will allow them to be adjacent and share this facility in order to save on cost. New lighting, bleachers, and spectator facilities should also be included.
GATEWAY SIGNS

The campus is highly visible from Highway 32, but accessing the campus and knowing when you have arrived is not easy, especially after the recent reconfiguration of the highway interchanges.

Two monumental gateway signs should be installed to increase the visibility of main entrances and create a sense of arrival, as well as make a statement to the community about the prominence of the campus.
To further create a sense of arrival and accentuate the driveway to the new Campus Hub, a wildflower meadow would create a seasonal show of color, reduce mowing costs, and mimic the meadows proposed on other campuses to create a unified appearance for Walters State. The existing double row of trees should be extended the entire length of the entry driveway to establish a grand, collegiate arrival sequence.
Given the surplus of parking spaces on campus today, additional space for trees and landscaping should be considered as parking lots are repaved. This greenery will help beautify the campus and provide a better first impression, as well as provide shade and reduce summer temperatures.

**OTHER IMPROVEMENTS**
- An indoor or outdoor shooting range is needed to serve the Public Safety building.
- The abandoned house located at 525 Sycamore Street (behind the Facilities Building) should be demolished.
- A cadaver lab is needed. This would be shared by the natural science, EMT, and veterinary programs.

**FACILITIES IMPROVEMENTS**
A number of upgrades to building systems are also recommended, as follows.

- The distribution piping for the campus’ central heating and cooling system should be replaced.
- In the next 5-10 years, central chillers should be replaced with higher efficiency, oil-free chillers.
- In the next 5 years, central boilers should be replaced.
- A separate boiler should be considered for the Library, given the high demands for dehumidification.
- In the next 5-10 years, the air conditioners for the Public Safety building should be replaced.
- Lighting fixtures throughout the campus should be upgraded for energy efficiency, including LED technology and occupancy sensors.
- The main power switchboards for the Humanities and Math/Behavioral Science Buildings need replacement.
- The air handlers in the College Center should be replaced.
- Air conditioning should be added to the College Center locker rooms.
- Fire alarm systems throughout campus are aging and should be updated, especially in the kitchen in the College Center.
- Faucets and toilets should be replaced with water saving touch-free fixtures.
- The dry pipe fire protection systems in the College Center and the Humanities Building should be inspected due to their age.
MIGRATION GUIDING PRINCIPLES
The proposed migrations shown on the previous page, as well as other future potential migrations, should be considered based on the following principles.

• Increase efficiency and usability for students.
• Consolidate similar functions into activity clusters.
• Locate high-traffic functions near natural gathering places and make them more intuitive for visitors to find.
• Promote synergy between administrative departments.

COLLEGE CENTER RENOVATIONS
The Jack Campbell College Center was originally constructed in 1971 and is showing its age. A lifecycle cost analysis should be conducted to determine its true replacement value and the best use of its square footage, especially after some uses relocate to the Campus Hub. The dining area is duplicated by the cafe in the Student Services Building and should be repurposed for another use.

STUDENT SERVICES BUILDING RENOVATIONS
The Student Services Building will have a significant amount of vacant space when administrative functions relocate to the Campus Hub. Appropriate uses should be determined for this space at a future date, but could include a new academic department. The cafe should be upgraded to serve as a true gathering place and offer expanded food options.

INTERIOR UPGRADES
Many hallways, classrooms, labs, and other spaces throughout campus are dated or have an institutional feel. Enhanced lighting, paint, flooring, art, furniture, and more would improve the aesthetics of these spaces and change the feel of aging buildings with minimal investment.
SEVIER COUNTY CAMPUS MASTER PLAN OVERVIEW

A FUTURE BUILDINGS
B ENTRANCE IMPROVEMENTS
C EXPANDED PARKING
D ATHLETIC FIELDS & LOOP TRAIL
E OUTDOOR CLASSROOM
F FARM-TO-TABLE GARDEN
The locations shown would accommodate two new 35,000 square foot, two-story buildings. These would continue to complete the edges of the quad and should continue the existing architectural tradition on campus. The exact program of the buildings will be determined at a future date, but should include the following elements.

- Additional labs and classrooms to accommodate new academic programs
- Study and gathering spaces
- Recreation, dining, and other spaces to begin to meet the needs of a growing campus and provide a true college experience
The existing monumental entrance signs provide a great sense of arrival onto the campus. Landscaping improvements could increase the aesthetic appeal and create a more collegiate feel.

Tree-lined entry roads will create a grand entrance sequence and an unfolding sense of excitement, as well as meet the goals of the arboretum plan and provide shade.

Wildflower meadows will provide seasonal color, give a dramatic backdrop to the campus architecture, and reduce mowing costs. They will also mimic those proposed on other campuses to provide a unified appearance for Walters State.
**EXPANDED PARKING**

As enrollment continues to grow, additional parking spaces will be needed. These should continue the patterns of rows established by the existing parking lots, and incorporate trees in both expansions and existing lots as improvements occur.

**ATHLETIC FIELDS & LOOP TRAIL**

The existing soccer and multipurpose athletic fields should be reconfigured and expanded. A loop trail should be constructed to provide recreational opportunities for students and other members of the campus community. This trail could be a simple mulch trail, and ultimately connect to the public park proposed across the highway.
**E OUTDOOR CLASSROOM**
An outdoor classroom located on the quad could provide a place for formal or informal learning in season. It should consist of a small lawn with simple rows of seating. Additional furniture elsewhere on the quad could provide for less formal studying and gathering spaces, including electrical outlets.

**F FARM-TO-TABLE GARDEN**
The existing garden should be greatly expanded to provide seasonal produce, flowers (including species attractive to pollinators), and herbs for use by the Culinary Arts program and events in Cates-Cushaw Hall.
SEVIER COUNTY CAMPUS: OTHER IMPROVEMENTS

• Implement the multi-year Arboretum Plan, including planting of many additional trees and species, as well as other management, furniture, and educational improvements.
• Roofs need to be replaced on the three older buildings and for durability should be done as standing seam metal roofs rather than asphalt shingles.

FACILITIES IMPROVEMENTS
A number of upgrades to building systems are recommended, as follows.

• The older of the two central chillers should be replaced with a 180-ton, oil-free chiller.
• In the next 5 years, central boilers should be replaced.
• Removable screens should be installed on the air intake louvers in Cates-Cushaw Hall.
• All lighting fixtures should be upgraded to LED technology, including occupancy sensors.
• Faucets should be replaced with water saving touch-free fixtures.

CLAIBORNE COUNTY CAMPUS

PROPOSED IMPROVEMENTS

• Entrance improvements should create a gathering plaza that improves access for those with disabilities and includes simple furniture to create an outdoor "living room" for students.
• The former cafeteria space should be renovated into a Campus Hub. This will provide much needed studying and social space on campus and create a central gathering space.
• The gymnasium should be renovated to serve as an athletic and event space for the campus and the local community.
• Auditorium improvements, including the addition of stage lighting and curtains, will allow this space to better serve its purpose.
• The Boys & Girls club should move into renovated space.
**NISWONGER CAMPUS**

**PROPOSED IMPROVEMENTS**

- A student lounge and recreation space are needed, given that there are no informal gathering spaces.
- The dining hall and kitchen are underutilized, but future enrollment is unlikely to be able to support this space. Community partnerships should be explored to better take advantage of this fantastic facility.
- A “fight room” is needed for police training.
- Additional parking is being constructed on the site of the original building (now demolished), but will not meet the full needs. Land should be identified within walking distance for more leased or owned parking, potentially on the parcels identified for acquisition on page 77.

**EXPO CENTER**

**PROPOSED IMPROVEMENTS**

- The roofs on Barns C and D are in poor shape and in need of total replacement.
- The floors of Barn B need replacement with a more durable material.
- An economic impact study should be conducted to document the value of this facility to the community.
PROPOSED LAND ACQUISITION (MORRISTOWN CAMPUS)

- WALTERS STATE COMMUNITY COLLEGE (3.0 ACRES)
- WALTERS STATE COMMUNITY COLLEGE (81 ACRES)
- WALTERS STATE COMMUNITY COLLEGE (28 ACRES)
- WALTERS STATE COMMUNITY COLLEGE (9.4 ACRES)
- WALTERS STATE COMMUNITY COLLEGE (0.37 ACRES)
- PRIVATELY OWNED (PROPOSED FOR ACQUISITION - 0.55 ACRES)
- PRIVATELY OWNED (PROPOSED FOR ACQUISITION - 0.30 ACRES)

Source: City of Morristown, Esri, Maxar, GeoEye, Earthstar Geographics, CNES/Airbus DS, DSDA, USGS, AeroGRID, IGN, and the GIS user community.
PROPOSED LAND ACQUISITION
GREAT SMOKY MOUNTAINS EXPO CENTER

Source: Esri, Maxar, GeoEye, Earthstar Geographics, CNES/Airbus DS, DSDA, USGS, AeroGRID, IGN, and the GIS user community
>> PROPOSED LAND ACQUISITION
NISWONGER CAMPUS

Source: Esri, Maxar, GeoEye, Earthstar Geographics, CNES/Airbus DS, DSDA, USGS, AeroGRID, IGN, and the GIS user community.
06 // IMPLEMENTATION

>> IMPLEMENTATION CHECKLIST
CHECKLIST FOR IMPLEMENTATION

The implementation checklist on the following pages provides cost estimates and a rough timeline for each of the recommendations described above. It is intended to serve as an overview of the capital improvements required to implement the Walters State Community College Master Plan.

Recommended projects are based on a long-term vision for the future and were developed through conversations with college administrators and the Tennessee Board of Regents, as well as input from students and faculty. Cost estimates are based on industry standards.

Priorities and the details of implementation may change based on future realities, as long as they remain within the general needs and plan outlined in this Master Plan.
<table>
<thead>
<tr>
<th>MORRISTOWN CAMPUS</th>
<th>PRIORITY</th>
<th>COST ORDER OF MAGNITUDE</th>
<th>FUNDING SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus Hub (interior improvements in library and associated migrations from other buildings)</td>
<td>Short Term</td>
<td>$$</td>
<td>State Capital Outlay, Walters State</td>
</tr>
<tr>
<td>Arrival Plaza</td>
<td>Short Term</td>
<td>$$</td>
<td>State Capital Outlay, Walters State</td>
</tr>
<tr>
<td>Quadrangle Improvements</td>
<td>Short Term</td>
<td>$</td>
<td>Walters State, private</td>
</tr>
<tr>
<td>New Athletic Facilities (new softball field, baseball field, seating, shared locker room/concessions/restroom building)</td>
<td>Long Term</td>
<td>$$$</td>
<td>State Capital Outlay, Walters State, private</td>
</tr>
<tr>
<td>Gateway Signs</td>
<td>Medium Term</td>
<td>$$</td>
<td>State Capital Outlay, Walters State</td>
</tr>
<tr>
<td>Entrance Improvements</td>
<td>Medium Term</td>
<td>$</td>
<td>Walters State</td>
</tr>
<tr>
<td>Parking Lot Plantings</td>
<td>Long Term</td>
<td>$$</td>
<td>Walters State</td>
</tr>
<tr>
<td>New Access Road</td>
<td>Medium Term</td>
<td>$$</td>
<td>State Capital Outlay, Walters State</td>
</tr>
<tr>
<td>Facilities Improvements</td>
<td>Varies</td>
<td>Varies</td>
<td>State Capital Maintenance, Walters State</td>
</tr>
<tr>
<td>Land Acquisition</td>
<td>Medium Term</td>
<td>$</td>
<td>State Capital Outlay, Walters State</td>
</tr>
<tr>
<td>SEVIER COUNTY CAMPUS</td>
<td>PRIORITY</td>
<td>COST ORDER OF MAGNITUDE</td>
<td>FUNDING SOURCE</td>
</tr>
<tr>
<td>---------------------------------------------------------</td>
<td>--------------</td>
<td>--------------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>Future Building 5</td>
<td>Medium Term</td>
<td>$$$</td>
<td>State Capital Outlay, Walters State</td>
</tr>
<tr>
<td>Future Building 6</td>
<td>Long Term</td>
<td>$$$</td>
<td>State Capital Outlay, Walters State</td>
</tr>
<tr>
<td>Entrance Improvements (includes flower meadow)</td>
<td>Short Term</td>
<td>$</td>
<td>Walters State</td>
</tr>
<tr>
<td>Expanded Parking Lots</td>
<td>Long Term</td>
<td>$$</td>
<td>State Capital Outlay, Walters State, private</td>
</tr>
<tr>
<td>Athletic Fields &amp; Loop Trail</td>
<td>Medium Term</td>
<td>$</td>
<td>Walters State, private</td>
</tr>
<tr>
<td>Outdoor Classroom &amp; Plaza</td>
<td>Medium Term</td>
<td>$</td>
<td>Walters State</td>
</tr>
<tr>
<td>Farm-to-Table Garden</td>
<td>Medium Term</td>
<td>$</td>
<td>Walters State</td>
</tr>
<tr>
<td>Arboretum Plan (includes tree plantings)</td>
<td>Short Term</td>
<td>$</td>
<td>Walters State, private</td>
</tr>
<tr>
<td>Roof Replacements</td>
<td>Short Term</td>
<td>$$</td>
<td>State Capital Maintenance, Walters State</td>
</tr>
<tr>
<td>Other Facilities Improvements</td>
<td>Varies</td>
<td>Varies</td>
<td>State Capital Maintenance, Walters State</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NISWONGER CAMPUS</th>
<th>PRIORITY</th>
<th>COST ORDER OF MAGNITUDE</th>
<th>FUNDING SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Lounge &amp; Recreation Space (interior renovations)</td>
<td>Medium Term</td>
<td>$</td>
<td>State Capital Maintenance, Walters State</td>
</tr>
<tr>
<td>Additional Parking</td>
<td>Short Term</td>
<td>$$</td>
<td>State Capital Outlay, Walters State</td>
</tr>
<tr>
<td>Land Acquisition</td>
<td>Medium Term</td>
<td>$</td>
<td>State Capital Outlay, Walters State, private</td>
</tr>
</tbody>
</table>
### CLAIBORNE COUNTY CAMPUS

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>COST ORDER OF MAGNITUDE</th>
<th>FUNDING SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus Hub (renovation of former cafeteria)</td>
<td>Short Term</td>
<td>$</td>
</tr>
<tr>
<td>Gymnasium Renovation</td>
<td>Short Term</td>
<td>$$</td>
</tr>
<tr>
<td>Auditorium Improvements</td>
<td>Medium Term</td>
<td>$</td>
</tr>
<tr>
<td>Entrance Improvements</td>
<td>Medium Term</td>
<td>$</td>
</tr>
</tbody>
</table>

### EXPO CENTER

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>COST ORDER OF MAGNITUDE</th>
<th>FUNDING SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barn B Floor Replacement</td>
<td>Short Term</td>
<td>$$</td>
</tr>
<tr>
<td>Barn C Roof Replacement</td>
<td>Short Term</td>
<td>$$</td>
</tr>
<tr>
<td>Barn D Roof Replacement</td>
<td>Short Term</td>
<td>$$</td>
</tr>
<tr>
<td>Economic Impact Study</td>
<td>Short Term</td>
<td>$</td>
</tr>
</tbody>
</table>
07 // APPENDIX

➢ THEC MODEL DETAILED RESULTS

➢ DETAILED FACILITIES AUDIT
## THEC MODEL DETAILED RESULTS

The tables on this and the following page show the detailed results of the THEC model, which are shown in graphic form on page 51. Numbers for Sevier County do not take into account the new building that opened in 2020. The model was not run for the Expo Center. All numbers are in net assignable square feet and are shown for the Fall 2019 semester.

<table>
<thead>
<tr>
<th></th>
<th>CLASS-ROOM</th>
<th>LAB / STUDIO</th>
<th>OPEN LAB</th>
<th>OFFICE</th>
<th>LIBRARY</th>
<th>PHYS. ED.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MORRISTOWN</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space Needs</td>
<td>23.558</td>
<td>50.685</td>
<td>8.814</td>
<td>51.415</td>
<td>10.200</td>
<td>5.288</td>
</tr>
<tr>
<td>Space Available</td>
<td>44.068</td>
<td>73.167</td>
<td>8.991</td>
<td>77.773</td>
<td>40.931</td>
<td>32.984</td>
</tr>
<tr>
<td><strong>SEVIER COUNTY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space Needs</td>
<td>11.086</td>
<td>15.953</td>
<td>3.242</td>
<td>8.910</td>
<td>2.390</td>
<td>1.945</td>
</tr>
<tr>
<td>Space Available</td>
<td>14.202</td>
<td>24.158</td>
<td>636</td>
<td>8.505</td>
<td>2.390</td>
<td>0</td>
</tr>
<tr>
<td>Net Space Needed</td>
<td>-3.116</td>
<td>-8.205</td>
<td>2.606</td>
<td>405</td>
<td>0</td>
<td>1.945</td>
</tr>
<tr>
<td><strong>NISWONGER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space Needs</td>
<td>7.164</td>
<td>19.008</td>
<td>2.537</td>
<td>6.470</td>
<td>1.958</td>
<td>1.522</td>
</tr>
<tr>
<td>Space Available</td>
<td>11.957</td>
<td>15.045</td>
<td>2.948</td>
<td>11.915</td>
<td>2.858</td>
<td>0</td>
</tr>
<tr>
<td><strong>CLAIBORNE COUNTY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Space Needs</td>
<td>3.874</td>
<td>3.794</td>
<td>844</td>
<td>2.253</td>
<td>654</td>
<td>506</td>
</tr>
<tr>
<td>Space Available</td>
<td>4.289</td>
<td>3.957</td>
<td>806</td>
<td>3.676</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Space Needed</td>
<td>-415</td>
<td>-163</td>
<td>38</td>
<td>-1.423</td>
<td>654</td>
<td>506</td>
</tr>
</tbody>
</table>
A detailed facilities walk-through and audit was conducted by Barge Design Solutions in the Fall of 2020. The results of this audit are summarized in the Master Plan above, but the following shows the detailed findings.

**MORRISTOWN CAMPUS**

**GENERAL**
Almost all of the buildings on the Morristown campus are served by a district chilled water and heated hot water distribution system. The central plant is located in the College Center. Chilled water is supplied to the campus at 44°F. The average return temperature is 52°F.

The distribution piping is original to the campus and has started leaking. The chilled water temperature that reaches the buildings can reach 50°F on the hottest days. This level of temperature rise is concerning, since it impacts the effectiveness of the air conditioning systems.

The hot water distribution temperature is 160°F. This temperature is reset down to 150°F during summer days.

The chilled water plant consists of three 600-ton water cooled chillers. The chillers each have a dedicated cooling tower, with two of the towers interconnected to allow either to serve a chiller. The third tower is not interconnected. Typically, one chiller is capable of cooling the campus. However, when the outdoor temperature is above 90°F, a second chiller is need. The third chiller is a spare chiller. The chillers date from 2001. They have another 5-10 years of useful life.

Heating water is provided by gas fired boilers. The boilers have an estimated remaining useful life of 5 years.

Heating water is supplied to the buildings using a pre-insulated piping system. There has been no indication of leaks in the underground hot water piping. Three-way control valves are used for all of the VAV reheat coils.

The control system for the campus is a Johnson Control system. The system is a current system and in good repair. The central monitoring station is in the security office in the basement of the College Center building.
THE MCGUFFIN-JOLLEY NATURAL SCIENCE BUILDING
The building is served by variable-air-volume (VAV) air handlers. The terminal units have hot water reheat coils. The air handlers were installed in the late 90s, but still appear in good condition.

The lighting in the Natural Sciences Building consists mostly of 2x4 fluorescent fixtures with T8 lamps controlled by standard, non-automated devices. Normal lighting levels appear to meet minimum recommended lighting levels for educational purposes.

Emergency lighting is provided by a combination of integral battery ballasts in the 2x4 fixtures and surface mounted battery packs.

The main electrical service is provided by a 1200-amp, 480/277-volt, 3 phase switchboard.

The 480-volt power is stepped down to 120/208-volt and distributed to branch panels throughout the building to feed lighting and receptacles circuits.

The fire alarm system is an older style Simplex system with a model 4020 main fire alarm panel. The fire alarm devices are located throughout the building at what appears to meet code minimum.

There appear to be sufficient voice and data outlets.

R. JACK FISHMAN LIBRARY
The building is served by variable-air-volume (VAV) air handlers. The terminal units have hot water reheat coils. The air handlers were installed in the late 90s, but still appear in good condition.

The air handling unit in room 205 appears to be starved for return air.

Campus maintenance would prefer a stand-alone boiler for this building. Due to the high dehumidification required for the Library, the hot water temperature would not be reset.

Lighting consists of 2x4 fluorescent fixtures with T8 lamps, various downlights and track lighting, and architectural chandeliers and sconces. Several of these fixtures, including the chandeliers and sconces have been retrofitted with LED lamps. Normal lighting levels appear to meet minimum recommended lighting levels.

Emergency lighting is provided by integral battery ballasts in the fixtures.

The main electrical service is provided by a 1000-amp, 480/277-volt, 3 phase switchboard.

The 480-volt power is stepped down to 120/208-volt and distributed to branch panels throughout the building to feed lighting and receptacles circuits.

The fire alarm system is an older Faraday system with a model MPC-2000 main fire alarm panel.

The fire alarm devices are located throughout the building at what appears to meet code minimum.

There appear to be sufficient voice and data outlets.
DR. WADE B. MCCAHEY
STUDENT SERVICES BUILDING
Lighting consists of 2x4 fluorescent fixtures with T8 lamps controlled by standard, non-automated devices. Normal lighting levels appear to meet minimum recommended lighting levels for educational purposes.

Emergency lighting is provided by integral battery ballasts in the fixtures.

The main electrical service is provided by a 1000-amp, 480/277-volt, 3 phase switchboard.

The 480-volt power is stepped down to 120/208-volt and distributed to branch panels throughout the building to feed lighting and receptacles circuits.

The fire alarm system is a GE EST-3 system, which is the newest style fire alarm system on campus (installed in 2008). The fire alarm devices consist of smoke detectors and audible and visual alarm indicating devices, which are located throughout the building at what appears to meet or exceed code minimum.

JUDGE WILLIAM H. INMAN
HUMANITIES COMPLEX
The building has a stand-alone HVAC system and is served by several rooftop units. Several rooms do not have air conditioning.

The grilles and diffusers in the Auditorium have excessive levels of dust on the face. This is an indication that the duct work may need to be cleaned.

Johnson Controls has limited control capability in this building. Campus maintenance requested additional space temperature sensors for this building that can be monitored by the JCI system.

Lighting consists mostly of 2x4 fluorescent fixtures and compact fluorescent downlights. These fixtures are controlled by standard, non-automated devices. Normal lighting levels appear to meet minimum recommended lighting levels.

Emergency lighting is provided by integral battery ballasts in the fixtures.

The main electrical service is provided by an older style 800-amp, 480/277-volt, 3 phase switchboard that is near the end of its useful life.

The 480-volt power is stepped down to 120/208-volt and distributed to branch panels throughout the building to feed lighting and receptacles circuits.

The fire alarm system is a Faraday system with voice evacuation capabilities to serve the auditorium. The fire alarm devices consist of smoke detectors and audible and visual alarm indicating devices, which are located throughout the building at what appears to meet code minimum.

There appear to be sufficient voice and data outlets.
DR. JACK E. CAMPBELL COLLEGE CENTER

The building is conditioned by 190 fan coil units. Three make-up air units provide ventilation air. The air handlers are 20 years old and are approaching the end of their useful life.

The building contains a commercial kitchen. The kitchen hoods and duct work are aging.

The locker rooms in the college center have no air conditioning. They are only heated and ventilated. The air conditioning system serving the gymnasium is only 8 years old.

Lighting consists of older style recessed and surface mounted 2x4 fluorescent fixtures with T8 lamps. Normal lighting levels appear to meet minimum recommended lighting levels. The lighting fixtures in the gym were recently upgraded to LED style fixtures are were noted to be in good working order.

Emergency lighting is provided by surface mounted battery packs.

Emergency lighting levels appear to be at code minimum.

The electrical service is a 1600-amp, 480/277-volt, 3 phase service.

The 480-volt power is stepped down to 120/208-volt and distributed to branch panels throughout the building to feed lighting and receptacles circuits.

The fire alarm system is an antiquated Faraday system. The fire alarm devices and connections in the kitchen do not meet current codes and are in need of updating, including notification and initiating devices. The absence of code required shunt-trip breakers feeding equipment under the hood was also noted. The gymnasium was noted to have voice-evac, as required by code.

There appear to be sufficient voice and data outlets.
DOGGETT MATH & BEHAVIORAL/SOCIAL SCIENCES BUILDING
This building was gutted and renovated in 2002. Lighting consists mostly of 2x4 fluorescent fixtures and compact fluorescent downlights. These fixtures are controlled by standard, non-automated devices. Normal lighting levels appear to meet minimum recommended lighting levels.

Emergency power for egress lighting is provided by the generator located on the exterior, which also serves the smoke evacuation system.

The main electrical service is provided by an older style 600-amp, 480/277-volt, 3 phase switchboard that is near the end of its useful life.

The 480-volt power is stepped down to 120/208-volt and distributed to branch panels throughout the building to feed lighting and receptacles circuits.

A generator and corresponding emergency power distribution is in place to provide emergency power for egress lighting and smoke evacuation only.

The fire alarm system is an older Simplex system with a model 4010 main control panel. The fire alarm devices consist of smoke detectors, magnetic door holders, and audible and visual alarm indicating devices, which are located throughout the building at what appears to meet code minimum.

There appear to be sufficient voice and data outlets.

CLIFFORD H. “BO” HENRY CENTER FOR BUSINESS & TECHNOLOGY
This building is one of the older buildings on campus. The HVAC system employs fan-powered VAV boxes. The VAV boxes were replaced approximately four years ago.

The supply air duct to the VAV boxes is restricted in the mechanical room and should be reworked.

Lighting consists of recessed and surface mounted 2x4 fluorescent fixtures with T8 lamps controlled by standard, non-automated devices. Normal lighting levels appear to meet minimum recommended lighting levels for educational purposes. Emergency lighting is provided by integral battery ballasts in the fixtures.

The electrical service is a 600-amp, 480/277-volt, 3 phase service that appears to be in good working order with spare capacity for expansion.

The 480-volt power is stepped down to 120/208-volt and distributed to branch panels throughout the building to feed lighting and receptacles circuits.

The fire alarm system is an older zone type Simplex system. The fire alarm devices consist of smoke detectors, magnetic door holders, and audible and visual alarm indicating devices, which are located throughout the building at what appears to be below code minimum.

There appear to be sufficient voice and data outlets.
The fire alarm system is a Faraday system with a model MPC-600 main control panel. The fire alarm devices are located throughout the building at what appears to meet code minimum. There appear to be sufficient voice and data outlets.

**PLUMBING (GENERAL)**

Domestic water to the campus is provided by the local utility. A high-pressure line serves both the fire protection and domestic water.

The campus has approximately 300 toilet fixtures. About 40% are sensor-operated; the rest are manual. Almost all of the lavatories are manually operated. As future renovations occur, it may be prudent to change new fixtures to battery-powered touch-free type.

Almost all buildings have central hot water heaters with recirculation pumps. Each of the buildings had water heaters and circulation pumps that matched the age of the building. As these systems are replaced, the circulation pump control should be tied into the building controls. The building controls would operate the pumps on a time schedule that would shut them down when the building is unoccupied.

**FIRE PROTECTION (GENERAL)**

The fire protection lines on the campus are served from an underground water main provided by the local utility. The main loops around the campus. The static pressure is approximately 150 psi. A common back flow preventer is located in a hot box near the Math & Sciences Center. The sprinkler riser for each building is served by this loop.

Almost all of the buildings are protected by wet-pipe sprinkler systems. All of the sprinkler risers and systems appeared in good condition.

The Humanities Building and College Center have extensive dry pipe systems that are the age of the building. Because dry pipe systems can corrode over time, it would be prudent to have these systems inspected for evidence of pipe corrosion.
SEVIER COUNTY CAMPUS
HVAC (GENERAL)
The three buildings on the Sevier campus are served by a district chilled water and heating hot water distribution system. The central chilled water plant is located in the Chiller building. The heating hot water originates in a mechanical room in Maples-Marshall Hall.

Chilled water is supplied to the campus at 44°F. The average return temperature is 52°F.

The hot water distribution temperature is 180°F. This temperature is reset down to 150°F during summer days.

The chilled water plant consists of two air-cooled chillers. One chiller is an older 150 ton chiller. The other is a newer 180 ton chiller. The 180 ton chiller can meet minimal cooling needs on the hottest days, but both chillers are typically operated at one time.

The 150 ton chiller dates from 1999 and is near the end of its useful life. The 180 ton chiller is only two years old, but has been problematic. The compressor has failed on several occasions.

The control system for the campus is a Johnson Control system. The system is a current system and in good repair. The central monitoring station is in the security office in the basement of the College Center building on the Morristown campus.

Heating water is provided by gas fired boilers. The boilers were manufacturer in 2007 and have an estimated remaining useful life of 5-10 years.

Heating water is supplied to the buildings using a pre-insulated piping system. There have been no indication of leaks in the underground hot water piping.

Three-way control valves are used for all of the VAV reheat coils. It may be cost effective to change the these to two-way valves. The pumping horsepower savings would be significant.

CONNER SHORT CENTER
The building is conditioned by 4-pipe blower coil units. A pair of make-up air units provide conditioned ventilation air to each blower coil. The units date from 2007 are in good condition.

The building contains a teaching kitchen. The fan for one of the kitchen hoods is noisy and likely needs to be replaced.

Lighting consists of a combination of downlights, track lighting, and architectural recessed 2x4 fluorescent fixtures with T8 lamps. Dimmer racks are provided for the Dining Room and Kitchen with dimming control stations. The rest of the lighting controls are standard, non-automated devices. Normal lighting levels appear to meet or exceed minimum recommended lighting levels.

Emergency lighting is provided by integral battery ballasts in the fixtures.

The electrical service is a 2000-amp, 120/208-volt, 3 phase service that appears to be in good working order with spare capacity for expansion.
Branch panels are located throughout the building in electrical closets to feed the lighting and receptacles circuits. There is spare capacity in these panels for additional circuits.

The fire alarm system is a fully addressable Notifier system with a model NFW2-100 main control panel. The fire alarm devices are located throughout the building at what appears to meet or exceed code minimum.

There appear to be sufficient voice and data outlets.

MAPLES-MARSHAL HALL
This building is also served by 4-pipe blower coil units. Make-up air handling units provide pre-conditioned air ventilation air. The air handlers date to the building construction (1999). The air handlers appear to be in good condition, but the components in the air handlers, such as motors and coils, are operating at the end of their normal service lives. Maintenance costs are expected to increase as these components wear out and must be replaced.

Lighting in Maples-Marshall Hall consists of a combination of downlights, and architectural recessed 2x4 fluorescent fixtures with T8 lamps, controlled by standard, non-automated devices. Normal lighting levels appear to meet or exceed minimum recommended lighting levels.

Emergency lighting is provided by integral battery ballasts in the fixtures.

The electrical service is a 2000-amp, 120/208-volt, 3 phase service that appears to be in good working order with spare capacity for expansion.

Branch panels are located throughout the building in electrical closets to feed the lighting and receptacles circuits. There is spare capacity in these panels for additional circuits.

The fire alarm system is a fully addressable Simplex system with a model 4010 main control panel. The fire alarm devices are located throughout the building at what appears to meet or exceed code minimum.

There appear to be sufficient voice and data outlets.

CHILLER BUILDING
This contains the distribution pumps for the district chilled water system. The pumps date to the age of the building (1999) and will require increasing maintenance.

The exterior mounted chillers located adjacent to the chiller building are fed from 120/208-volt distribution in the adjacent Maples-Marshall Hall.

The lighting inside the chiller building is provided by fluorescent strip fixtures with T8 lamps and standard non-automated controls.

There is no fire alarm system inside the chiller building.
CATES-CUTSHAW HALL
As with the other buildings, the HVAC system for this building is 4-pipe blower coil units with make-up air handling units. The equipment is original to the building (2007) and is in good condition.

According to maintenance staff, the bird screens on the intake louvers serving the make-up air units have a tendency to clog.

Lighting consists of a combination of downlights, and architectural recessed 2x4 fluorescent fixtures with T8 lamps, controlled by standard, non-automated devices. Normal lighting levels appear to meet or exceed minimum recommended lighting levels.

Emergency lighting is provided by integral battery ballasts in the fixtures.

The electrical service is a 1000-amp, 120/208-volt, 3 phase service that appears to be in good working order with spare capacity for expansion.

Branch panels are located throughout the building in electrical closets to feed the lighting and receptacles circuits.

There is spare capacity in these panels for additional circuits.

The fire alarm system is a fully addressable Notifier system with a model NFW2-100 main control panel. The fire alarm devices are located throughout the building at what appears to meet or exceed code minimum.

There appear to be sufficient voice and data outlets.

PLUMBING (GENERAL)
Domestic water to the campus is provided by the local utility. A high-pressure line serves both the fire protection and domestic water. Each building is served by dual backflow preventers located in the mechanical rooms.

In the three buildings included in this study, all lavatories have manually-operated faucets with hot and cold handles. The flushing fixtures are sensor-operated. As future renovations occur, it may be prudent to change the lavatory faucets to battery-powered touch-free type.

Each of the buildings has central hot water heaters with recirculation pumps. The water heaters are gas-fired. Each of the buildings had water heaters and circulation pumps that matched the age of the building. As these systems are replaced, the circulation pump control should be tied into the building controls. The building controls would operate the pumps on a time schedule that would shut them down when the building is unoccupied.

FIRE PROTECTION (GENERAL)
The fire protection lines on the campus are served from an underground water main provided by the local utility. All of the buildings are protected by wet-pipe sprinkler systems. Each building has a riser valve assembly. All of the risers and systems appear in good condition.