

REIMAGINE / RETHINK

Rebuild

KNOXVILLE COLLEGE MASTER DEVELOPMENT PLAN





Designing a Brighter Future for the Students of Tomorrow



ACKNOWLEDGMENTS

A special thanks is extended to the key individuals who contributed to the vision and information presented in this master plan:

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*Master Plan prepared by MHM Architects with Ross/Fowler
Contributing information included from IBI Group, ESI Econsult Solutions, East TN Community Design Center
Historic photo credits: Knoxville College & Knoxville News Sentinel Archives
Demographic information: Knox Chamber*



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#ThrivingOnPotential
KC1875

Together We Can

Dr. Martin Luther King Jr. once said “Almost always, the creative dedicated minority has made the world better” which is true in this case. Many individuals came together around a shared vision bringing creativity in the public interest design space and a commitment to the pathway even though at times it was difficult to see the way.

The energy and talent displayed by this team was awesome. We started with a conversation of strangers which quickly led to a more intimate group’s efforts to design and plan the buildings and grounds of East Tennessee’s only surviving Historically Black College and University (HBCU). Not only did we challenge ourselves but others as well to adopt our theme to “Reimagine, Rethink and Rebuild” Knoxville College as an anchor institution of higher learning that delivers a high quality education relative for today’s and tomorrow’s leaders, but not just education we wanted to ensure to create a designation that is inclusive and offers the neighboring community residents and businesses access to the economic landscape that will be produced as this master plan is implemented.

Knoxville College has and remains the determining factor on how the Black community in Knoxville is educated, elevated and empowered. Period.

A Plan to Thrive, a Pledge to Keep: How Knoxville College Will Positively Impact Economy, Community, and Society as it Grows Again is the title of our Economic Impact study. The study informed the master planning and further explores in detail why it is important to see and experience the College on the hill moving from “Surviving to Thriving” once again. To experience the vision, we will need the support of our strategic partners in local, state and county government, corporation, and philanthropy.

A huge thank you to all who have contributed to this effort for having an experienced listening ear and the ability to translate words into design.

Together we can.



THE MISSION OF
KNOXVILLE COLLEGE

IS TO PROVIDE
A CHALLENGING

AND **STIMULATING**
EDUCATIONAL EXPERIENCE

FOR STUDENTS OF DEMONSTRATED
ACADEMIC ABILITY AND FOR STUDENTS

WITH **POTENTIAL**

WHO HAVE BEEN AFFORDED LITTLE
ADVANTAGE WITHIN SOCIETY



KNOXVILLE
COLLEGE





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Turn Your Passion Into Your Profession

As KC moves to Phase 2 of the Master Plan, 4-year
Bachelor of Arts (BA) programs will be offered.

KnoxvilleCollege.edu

Knoxville College
currently offers an
**Online Associate
of Arts Degree in
General Studies**

Demographics



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In The Heart Of Knoxville

Knoxville College is located in Knoxville, Tennessee, an important industrial, technological, educational, and cultural center. The college is located two miles from downtown Knoxville.

Knoxville is headquarters for the Tennessee Valley Authority and is only sixteen miles from the important scientific research and development center of Oak Ridge, internationally renowned for work on nuclear energy and related energy and environmental concerns.

Knoxville is located near several large lakes, the Great Smoky Mountains National Park, and the Cumberland Mountains, all offering exceptional recreational opportunities. The city is also a lively cultural center, giving students unusual avenues for growth and learning beyond the classroom.



Demographics

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Knox County Demographics

These illustrations from the Knox Chamber website describe a local population with nearly 66% cited as having no or only some college education with no degree and this aligns with 47% of households under the median income. The need for higher education is clearly present in the Knoxville community and could serve to elevate graduates to middle class employment opportunities which are otherwise difficult to achieve. *Source: Knoxville Chamber*



Providing a workforce & pathway to higher earnings

EDUCATIONAL ATTAINMENT (AGE 25+) PERCENT OF POPULATION

| | STATE OF TN | KNOXVILLE MSA | KNOX COUNTY | CITY OF KNOXVILLE |
|----------------------------|----------------|------------------|----------------|----------------------|
| Grades K-8 | 3.9% | 3.6% | 2.2% | 3.0% |
| Grades 9-12 | 8.5% | 7.7% | 6.2% | 7.9% |
| High School Diploma | 32.6% | 31.4% | 25.6% | 27.3% |
| Some College/ No Degree | 20.9% | 20.6% | 20.9% | 21.4% |
| Associate Degree | 7.0% | 7.8% | 8.3% | 7.6% |
| Bachelor's Degree | 16.5% | 17.0% | 21.8% | 19.3% |
| Graduate Degree | 9.6% | 11.0% | 14.3% | 12.4% |

Source: Demographics Now
Last Annual Update: January 2021

RACE DEMOGRAPHICS

| RACE | STATE OF TN | KNOXVILLE MSA | KNOX COUNTY | CITY OF KNOXVILLE |
|-------------------|----------------|------------------|----------------|----------------------|
| White | 5,239,575 | 792,306 | 396,966 | 141,417 |
| Black | 1,158,732 | 51,743 | 41,270 | 32,691 |
| Am. Indian | 24,381 | 3,010 | 1,341 | 676 |
| Asian | 131,731 | 14,917 | 11,199 | 4,042 |
| Some Other Race | 186,135 | 14,902 | 8,706 | 5,303 |
| Two or More Races | 153,212 | 19,037 | 11,374 | 6,091 |
| Hispanic* | 389,544 | 35,592 | 20,688 | 11,328 |

*Please note that Hispanics are an ethnicity and can be of any race.

HOUSEHOLDS

| | STATE OF TN | KNOXVILLE MSA | KNOX COUNTY | CITY OF KNOXVILLE |
|----------------------------|----------------|------------------|----------------|----------------------|
| Households | 2,714,648 | 361,294 | 193,468 | 83,753 |
| Median Household Income | \$53,792 | \$54,142 | \$57,674 | \$40,350 |
| Under \$35,000 | 897,533 | 120,947 | 60,500 | 22,201 |
| \$35,000 to \$50,000 | 371,377 | 48,297 | 24,192 | 11,550 |
| \$50,000 to \$75,000 | 525,965 | 69,861 | 35,981 | 14,781 |
| \$75,000 + | 919,773 | 125,352 | 72,795 | 20,127 |

Source: Demographics Now

Economic Impact



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Economic Impact

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Regional Job Projections - Tennessee

This graph below shows the industries with the highest total employment change in Tennessee for the 2018-2028 period.

Highlighted are the job categories related to Knoxville College Fields of Study that are expected to grow in demand in Tennessee from 2018- 2028.



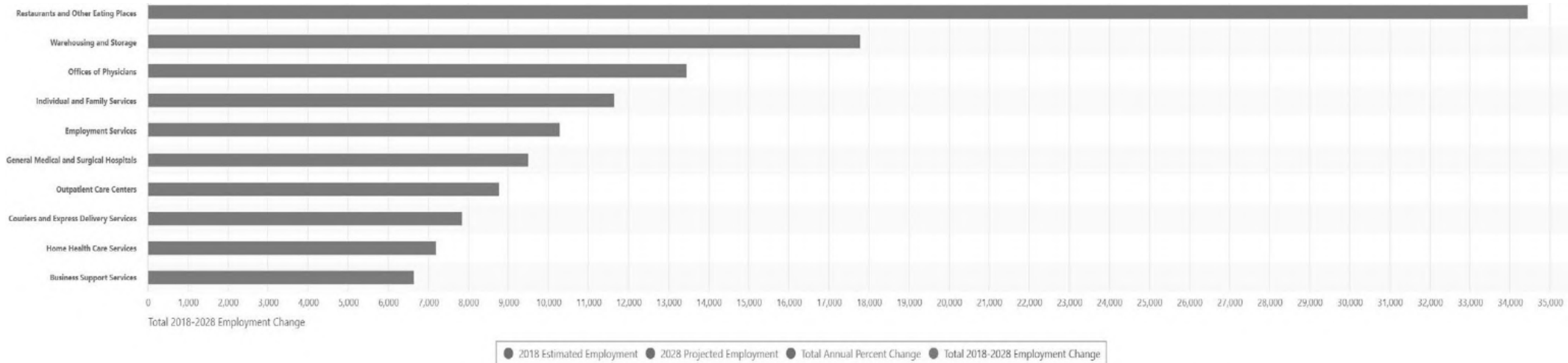
Professional, Scientific, and Technical Services



Management of Companies & Enterprises



Educational Services



Source: ESI Economic Impact Study (2021) | Jobs4TN.Gov (2021)

Strengthening Tennessee's Economy

"Upon the fulfillment of its enrollment growth goals, KC will produce an aggregate annual \$119.6 million impact on the state of Tennessee economy, supporting 800 jobs and generating \$900,000 a year in state tax revenues."

From ESI EConsult's Economic Impact Study (2021)



**Aggregate Annual
Economic Impact of
Knoxville College on
the Local, Regional,
and State Economy**

| Impact Type | Operations | Capital Investments | Student/Visitor Spending | Alumni Wage Premium | Total |
|------------------------------------|--------------|---------------------|--------------------------|---------------------|---------------|
| Knox County Economic Impact | \$63 million | \$24 million | \$7 million | \$15 million | \$107 million |
| 11-County Region Economic Impact | \$65 million | \$26 million | \$7 million | \$17 million | \$114 million |
| Tennessee Economic Impact | \$66 million | \$27 million | \$7 million | \$19 million | \$120 million |
| Jobs Supported in Tennessee | 460 | 160 | 60 | 120 | 800 |
| Tax Revenues to State of Tennessee | \$400,000 | \$200,000 | \$80,000 | \$220,000 | \$900,000 |

(Source: ESI EConsultant Solutions, Inc.)

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Historic
Knoxville
College

Knoxville
College
Works



Knoxville
College
Online

Knoxville
College
Community
Development
Corporation

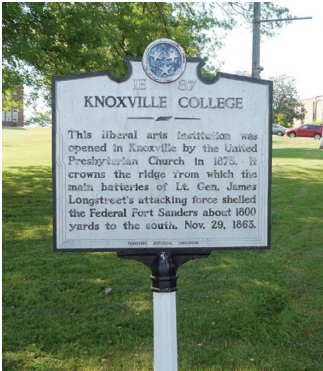


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Master Plan Goals

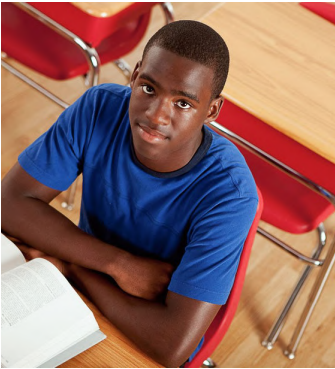
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Master Plan Goals



PLACE

Reinforce the “place” as a catalyst for Knoxville College to be an anchor institution of higher learning that delivers a high-quality education relative for todays and tomorrow’s leaders. Honor the history, while looking toward the future.



STUDENT FOCUS

Support student success by offering a variety of vibrant campus spaces which enrich the student experience. Build on the college’s long history of fostering life-long friendships as well as personal and professional growth.



CONNECTION

Plan a campus that is inclusive, responds to the community and connects the neighboring residents and businesses with access to broader economic opportunity.



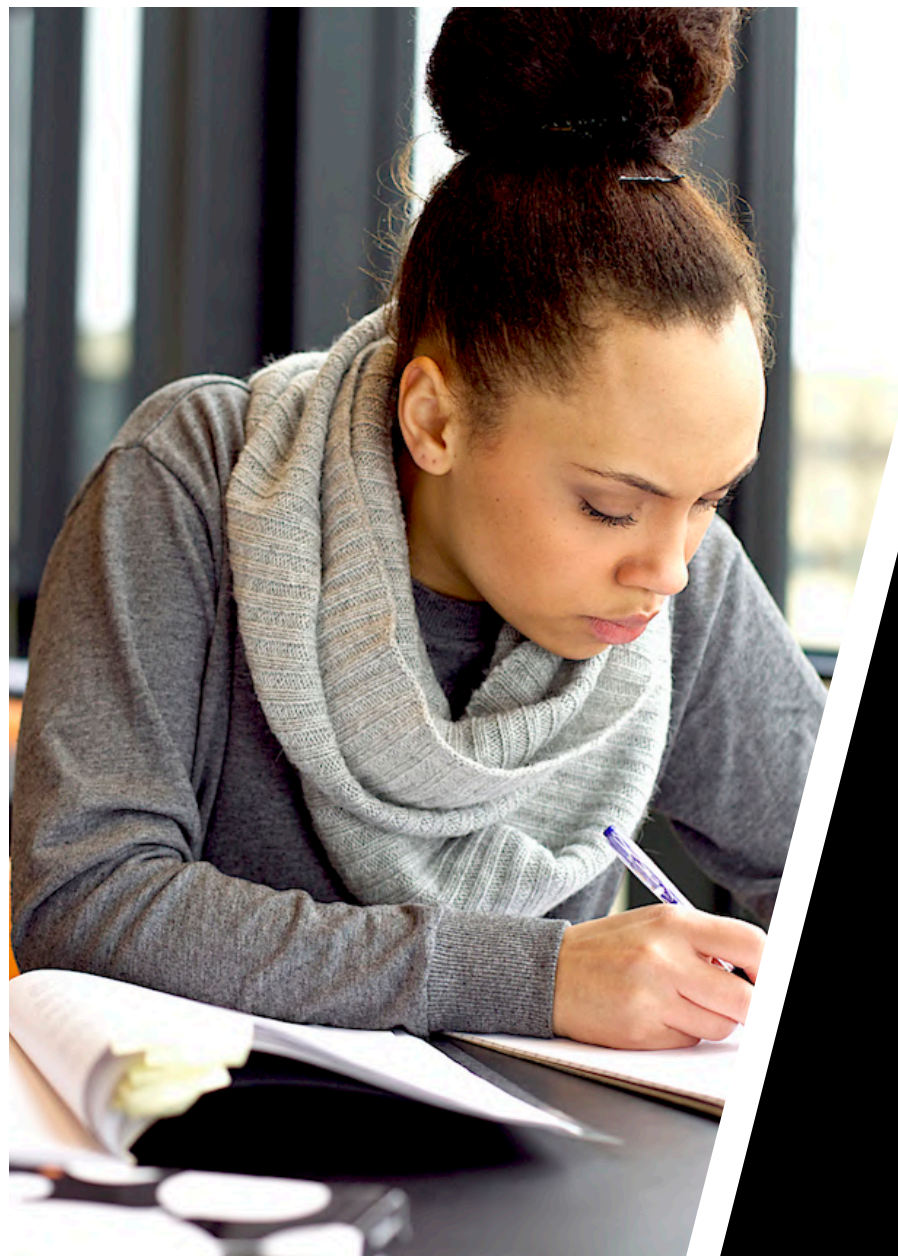
ENGAGEMENT

Engage the support of strategic partners in local, state and county government, as well as corporations and philanthropy to take advantage of creative partnerships that elevate and hasten more academic opportunity for students.



PROGRESS

Provide an aspirational, actionable, and attainable 10-year plan for Knoxville College. Identify a vision for the long-term while identifying near-term actions which will have a big impact.



KNOXVILLE COLLEGE

STANDS READY TO OFFER STUDENTS
AN **AFFORDABLE, HIGH-QUALITY EDUCATION**

TO INCREASE THEIR

EARNING POTENTIAL

AND **STRENGTHEN**

THEIR OCCUPATIONAL **CONTRIBUTION**

TO THE REGIONAL ECONOMY *AND* IS COMMITTED TO

SERVING *AND* **LIFTING**

THE COMMUNITY IN THE PROCESS

Historic Campus



Existing Conditions

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KC Campus / Historic Aerial - 1953



KC Campus / Current Aerial - 2021



KC Campus / Fema Flood Map



KC Campus / Historic Zoning

Existing Campus

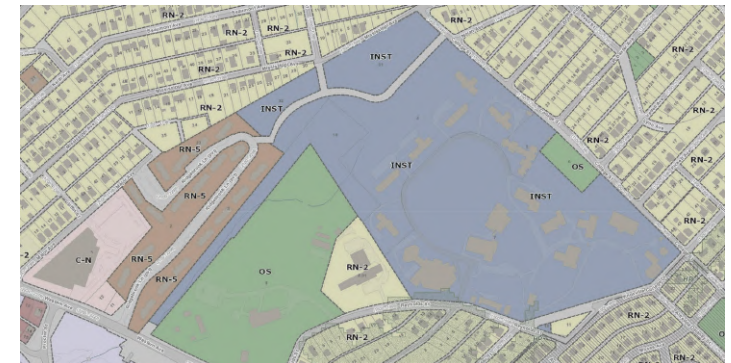
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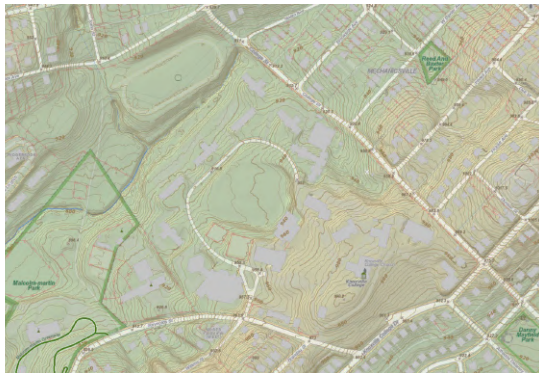
KC Campus / Knoxville GIS



KC Campus / Plat Acreage



KC Campus / Zoning



KC Campus / Knoxville GIS Topography

The Knoxville College property is divided into separate contiguous plats. The total acreage represented here is approximately 49.54 acres and does not include the public ROW shown as previous extensions of Ridgebrook Lane or Reynolds St.



KC Campus / Topography/Slope Diagram

One Year & Sector Plan



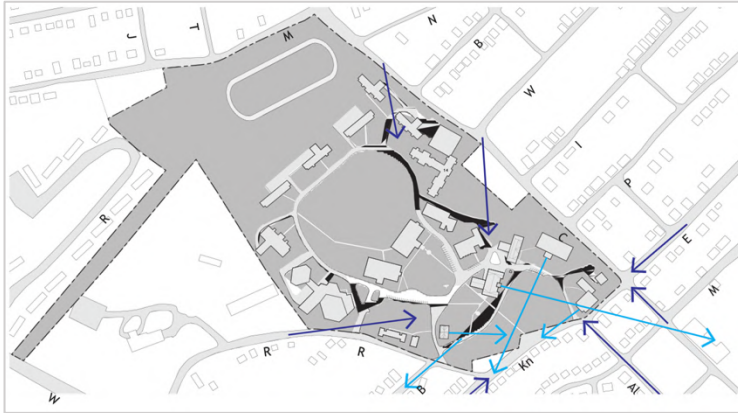
Standard Land Use Classification System

- AGC (Agricultural Conservation)
- RR (Rural Residential)
- TDR (Traditional Neighborhood Residential)
- LDR (Low Density Residential)
- MDR (Medium Density Residential)
- HDR (High Density Residential)
- MDR/O (Medium Density Residential/Office)
- O (Office)
- TP (Technology Park)
- RC (Rural Commercial)
- NC (Neighborhood Commercial)
- CC (Community Commercial)
- RS (Regional Commercial)
- GC (General Commercial)
- MU-NC (Neighborhood Mixed Use Center)
- MU-CC (Community Mixed Use Center)
- MU-RC (Regional Mixed Use Center)

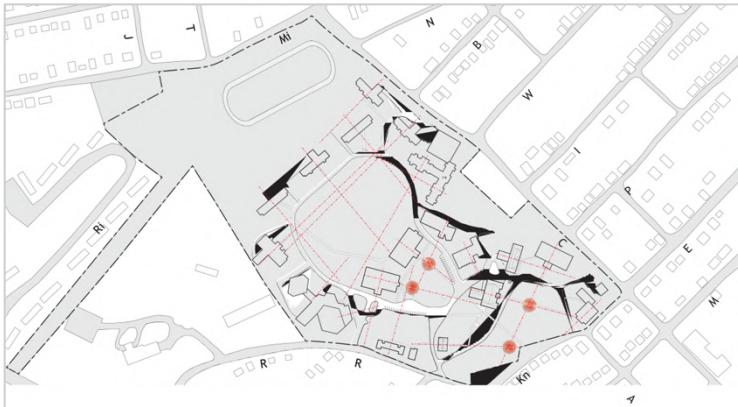
- MU-UC (Urban Corridor Mixed Use)
- MU-SD (Mixed Use Special District)
- MU-CD (Mixed Use Special Corridors)
- LI (Light Industrial)
- HI (Heavy Industrial)
- HIM (Mining)
- BP-1 (Business Park Type 1)
- BP-2 (Business Park Type 2)
- PP (Public Parks and Refuges)
- CI (Civic/Institutional)
- OS (Other Open Space)
- HP (Hillside/Ridge Top Protection Areas)
- SP (Stream Protection Areas)
- W (Water)
- ROW (Major Rights of Way)

Existing Campus

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KC Campus / Geometry



KC Campus / View To and From Campus



KC Campus / Buildings

- | | | |
|----------------------------------|-------------------------|----------------------------------|
| 1 McKee Hall | 8 Davis Hall | 15 Young Memorial Hall |
| 2 Wallace Hall | 9 McGranahan Hall | 16 President's House |
| 3 Elnathan Hall | 10 McCulloch Hall (New) | 17 Faculty Apartments |
| 4 Alumni Library | 11 Colston Hall | 18 A.K. Stewart Science Building |
| 5 McMillan Chapel | 12 Beveridge Hall | 19 Student Center |
| 6 Giffen Memorial Gym | 13 Brandon Hall | 20 Football Field and Track Area |
| 7 Colston Performing Arts Center | 14 M.L.K. Towers | |

Existing Campus

REIMAGINE / RETHINK / REBUILD



KC Campus / Vehicular Circulation



KC Campus / Campus Greens



KC Campus / Pedestrian Pathways



KC Campus / Campus Zones



KC Campus / Areas of Similar Function

- Administrative
- Student Services/Recreation/Cultural
- Academic
- Residential

Campus Facilities



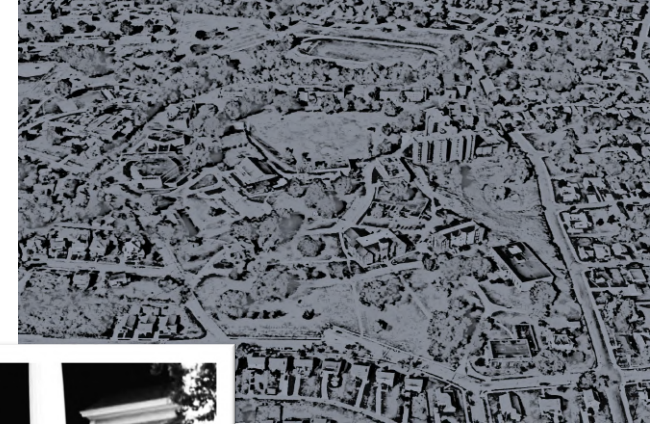
Campus Facilities

REIMAGINE / RETHINK / REBUILD



THE LIGHT ON THE HILL STILL SHINES

Historic Knoxville College



Campus Facilities

REIMAGINE / RETHINK / REBUILD



Renovation Priorities / Buildings of Knoxville College - Rich with History

The buildings on Knoxville's College's campus have largely been vacant for over 10-15 years. Projections of reuse herein are based on a phased timetable of student growth and priorities beyond building condition may override recommendations on the order of renovations.

The historic buildings of Knoxville College, many built by the hands of the earliest students who would have been born in the era of slavery, are in endangered condition. The craftsmanship and well-designed forms of the buildings reinforce the importance of their renovation and reuse if they can aptly serve the college's continued mission. They have been recognized together on the Knox Heritage Fragile and Fading (Fading Fast) list for many years.

"The National Historic District designation recognizes eight contributing buildings of the ten on campus. Knox Heritage emphasized six "representative" properties in their press release: McKee Hall, built in 1876 and, "largely rebuilt in 1895, following a fire." Knox Heritage reports it, "is suffering from major structural, water and fire damage. Wallace Hall, built in 1890 as an orphanage and Elnathan Hall built in 1898 are included. Giffen Gym, built in 1929 and the President's House, built in the 1880s are also mentioned.

Also on the list is McMillan Chapel, built in 1913, and the source of another vein of history represented by the college. It was here that some of the best-known names in African American history spoke to students, including, "George Washington Carver, Countee Cullen, W.E.B. Du Bois, Jesse Owens, William H. Hastie and Jackie Robinson." Additionally, the college was host over the years to, "Frederick Douglass, Booker T. Washington, W.E.B. DuBois and Martin Luther King, Jr." It's hard to imagine another local place connected with a similar list." INSIDE OF KNOXVILLE

- Knoxville College: Endangered and Haunting Knoxville Urban Guy·June 2, 2017

Campus Facilities

REIMAGINE / RETHINK / REBUILD

Renovation Priorities / Buildings of Knoxville College - Rich with History



Alumni Library / Built in the 1960's

This structure is targeted for adaptive re-use as a workforce development HUB. The existing building sits among the college's most historic buildings facing the front quad. It has been largely cleaned out as of Summer 2021. Horizontal structural cracking in East facade is wall apparent. The building will be an initial first phase renovation for student services, classrooms, administration, and workforce development programs.



McKee Hall / Built in 1876

McKee Hall is the signature structure on the Knoxville College Campus as the college's logo bears the image of the central tower. It is currently in very poor condition and its rear northwest facing wall is open to the elements and failing. The structure sits at the highest and most prominent position on the campus overlooking the skyline of Knoxville. Ultimately, whether renovated or rebuilt, it is envisioned as an administration building, to house: Finance office, Registrar, Deans' offices, President's office and perhaps classrooms if space is available.



Elnathan Hall / Built in 1898

Elnathan Hall is the oldest original building on campus. It is currently in very deteriorated condition. Whether this building is renovated or rebuilt upon further assessment, it will house academic spaces and faculty offices.

Campus Facilities

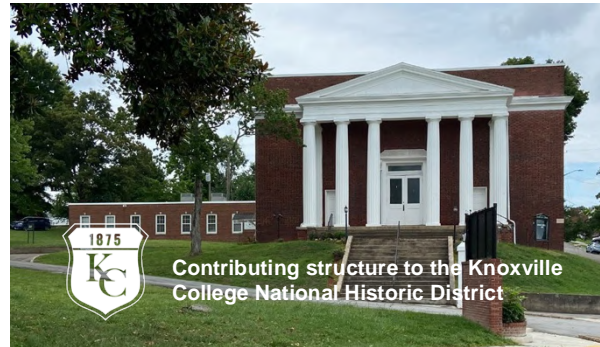
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Renovation Priorities / Buildings of Knoxville College - Rich with History



Wallace Hall / Built in 1890

Wallace Hall is in poor condition but has had a new roof installed within the last five years to stabilize the building from water penetration. As one of the oldest structures on campus, the college envisions this small building as a space to highlight the college's history and importance to the community. Along with the memorabilia display, the college hopes to also be able to use and lease the space as meeting and conference space.



Reese/McMillan Chapel / Built in 1913

The office annex of McMillan Chapel is currently in use for KC administrative offices and meeting space. The original chapel space currently used and is envisioned for continued use as an assembly space for academic or worship purposes. Cosmetic renovations are all that will be required.



Young Memorial Hall / Built in the 1960s

This brick and concrete block structure is in poor condition. Its planned future use would be for academic classes if further assessment deems it an economically viable candidate for renovation. Flexibility, a feature currently designed in classroom spaces, is projected to be difficult to achieve in this building. If replaced, a new academic facility would be placed in its relative footprint.

Renovation Priorities / Buildings of Knoxville College - Rich with History



Colston Performing Arts Center / Built in the 1960s

For many years this building played a significant role in supporting Knoxville College's rich and well-known programs in music and performing arts. It was a true center of performing arts both for Knoxville College and for the city too. It is planned for renovation to house academic programs as well as a large auditorium space for performances and lecture/auditorium space.



Faculty Apartments / Built in 1940's

These original faculty apartments are currently in extremely deteriorated condition but provide an appropriately sized and positioned shell to plan for continued residential use. A unique program to house up to 11 young adults aging out of foster care is currently envisioned for the building's use. These youth would be simultaneously enrolled in Knoxville College while residing here.



Student Dormitories / Built in 1950-60s

There are currently 6 dormitories on the north edge of campus which are all relatively the same size /date of construction. The buildings host approximately 20 small dorm rooms per floor. All buildings have 3 residential floors, except Colston Hall which has four. Currently McGranahan, McCullough, Colston and Beveridge Halls are considered for affordable housing redevelopment in a joint private developer scenario with KC. The southernmost Davis and Brandon Halls are envisioned for renovation to house student / community partnership programs like Early Education.

Campus Facilities

REIMAGINE / RETHINK / REBUILD

Renovation Priorities / Buildings of Knoxville College - Rich with History



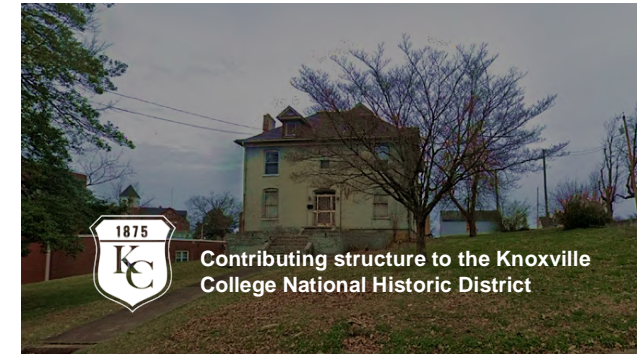
MLK Tower Complex / Built in 1960s

The MLK Tower & Dining Complex was built by another entity and later purchased by KC. It is a double ten-story tower with adjacent two-story dining facility with offices. The towers' efficiency of footprint will enable it to meet the college's on-campus residential goals housing 400 students. With renovation, the adjacent Dining facility could serve as a supporting student activity center.



RHH College Center / Built in 1960s

The building has been significantly damaged by fire beyond economic consideration for reuse. The building is planned for demolition.



President's House / Built in early 1900's

The original President's House sits on the southeast corner of campus and makes a nice transition to the existing surrounding neighborhood. Like other buildings on campus, it needs significant renovation before usage. While not listed in a priority phase, renovation of this structure would serve an important role as the President hosts special guests, dignitaries, and potential funders on campus.

Renovation Priorities / Buildings of Knoxville College - Rich with History



AK Stewart Science Building / Built in 1960s

This brick and concrete block structure is in very poor condition. It is known to have significant environmental issues which will need to be resolved. (See EPA published report in Appendix.) Its planned future use would be for academic/lab classes if further assessment deems it an economically viable candidate for renovation. It is anticipated that a new academic facility would be placed in its relative footprint.



Giffen Gym / Built in 1929

The Giffen Gym was home to the Knoxville College Bulldogs basketball teams for many years and remains a viable option for redevelopment as a student athletic and recreation facility.

Campus Considerations



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Campus Considerations

REIMAGINE / RETHINK / REBUILD



The Knoxville College Campus

A typical college campus has many features that define it. With its proximity to the city of Knoxville and surrounding neighborhoods, Knoxville College is a predominately urban style of campus environment.

In addition to addressing the needs of campus buildings, it is important to identify and address campus site elements that contribute to the college's overall aesthetic and unique sense of place. Knoxville College's site has "good bones" and significant existing trees that should be celebrated.



Existing Site Conditions

The following site objectives address and correct deficiencies and provide goals to plan for future growth of the campus.

Campus Site Objectives:

- Remove overgrown and high maintenance landscape plantings
- Replace outdated and inefficient lighting and fixtures
- Improve campus wayfinding and signage
- Define the campus and neighborhood edges
- Resolve pedestrian, vehicular and bicycle conflicts on campus
- Reinforce pedestrian-dominant movement through campus
- Protect and support gathering and open spaces on campus
- Incorporate sustainable design and green infrastructure
- Reinforce and provide pedestrian connections to future student housing areas
- Protect and celebrate the existing specimen trees on campus, and plan for a new succession of quality plant material
- Add traffic-calming measures to reduce the speed of campus traffic where possible



Elevating The Campus Experience For Students & The Local Community

Knoxville College Campus is a place for promoting and facilitating the aspects of higher learning. Just as there are different types of buildings designed to meet the needs of the college in the classroom there are similar functional types that exist in the landscape. The basic ideas and structural identities for these types of spaces are listed in this section as an overview to campus place making and design.

The following general guidelines expand and build on these types of campus conditions with the goal of providing a strong framework to guide future projects.



EDGES AND BOUNDARIES

The Knoxville College campus does not have a formal or defined boundary edge. Rather, it is defined by the many different urban edge conditions typical with most mid-sized cities. These conditions include roads, sidewalks, residential neighborhoods, and a cemetery. The campus will benefit by using a consistent application of design principles and materials to define these edges.

- Use high quality and well-maintained tree and plant material
- Employ site standards consistently with new projects
- Update older campus furnishing to match new standards
- Punctuate key locations with standard campus gateways and entrances
- Use consistent lighting techniques and applications



GATEWAYS AND ENTRANCES

Gateways and entrance elements create a physical and formal threshold that is used to provide a sense of arrival. These elements are an important part of sequencing when a person is within the campus boundary and reflect a transition into that space. Gateways and entrances can be a combination of walls, signs, plantings, and materials that help visually separate and define significant areas.

- Use high quality materials such as stone, pre-cast concrete, and brick that are consistent with the other entrance areas
- Strategically place in areas that will have higher pedestrian activity or are symbolically important
- Update older campus gateway elements to match new standards
- Plant material choices should provide seasonal interest or structural significance (ex. evergreens) and be of a high quality
- Irrigation should be included in all projects that have a high visibility and to ensure planting success



PLAZAS

Plazas create gathering spaces outside and around buildings and serve to buffer the ebb and flow of a typical campus day. These spaces should be designed to meet the needs of the wider campus and at the same time appear as an extension of the building connected with them. These are spaces that could have activity both day and night.

- Use high quality furnishings, campus standard furniture, and campus standard lighting to create comfortable spaces for people
- Hardscape areas should be gracious and accommodate large groups
- Paving should be used to help define the different areas of the plaza and should be architecturally relevant with the building
- Large trees should be used in areas where people will gather to provide shade and create comfortable outdoor rooms



QUADRANGLES

The campus quadrangle is typically a rectangle or square surrounded by buildings creating an open-air courtyard. Traditionally associated as the campus great lawn, these areas serve as open space for both formal and informal programing.

- Courtyards and quadrangles create formal open space with a perimeter defined by the buildings and structures that line it
- These spaces act as a counterpoint to the architectural density of campus buildings
- These turfed areas are typically surrounded by large stately trees limbed high enough to provide excellent viewing and sight lines



PEDESTRIAN MALLS

The pedestrian mall is a type of promenade for a university. Serving as both a connection between different areas on campus but also large enough to accommodate additional events or activities. This allows for flexible informal gathering without impeding on others' ability to move freely. Defined mostly by large gracious walkways that are well illuminated and connect to significant areas on campus.

- Even though a pedestrian mall's primary purpose is for people to use, these areas should be designed to accommodate and support transportation vehicles when needed
- Pedestrian malls can be designed thematically and are good locations for a sequential narrative, such as a campus timeline or historic plaques
- High quality, durable materials should be considered for longevity
- Formal and informal seating areas should be considered as part of the mall experience



STREETSCAPES

Streetscapes should be designed to provide safe spaces for both vehicles and pedestrians to use. Bike lanes, medians, and landscape buffers between roads and sidewalks should all be considered when designing for places along the street. Roadway crossings should be clearly identified and be as accessible as possible. Specialty paving and street marking can be used for additional visibility in high use zones. Bollards, raised crossings, signs, signals, and trees can be used to provide additional separation and safety in these areas.

- All roadway furnishings need to meet the minimum traffic rated requirements
- Turf and grass areas should be kept to a minimum to reduce maintenance issues
- On street parking should be kept to a minimum and moved to dedicated parking areas when possible
- Intersections should be designed as compact as possible and keep site lines as clear as possible



PARKING

A campus is primarily a place for people. Vehicles on campus should be directed and limited to very specific parking areas. As the campus population grows over time, consideration should be made to phase out on-street parking, surface lots, and smaller parking areas and replace them with high volume parking garages. This long-term strategy will free up more land base for more productive uses.

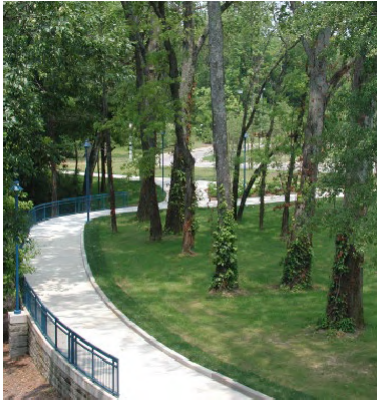
- Campus should promote and plan for alternate transportation options like walking, biking, and riding the bus to reduce the amount of traffic conflicts and parking needs
- New buildings may be able to combine parking levels and residential use into a single project.
- There may be opportunities to partner with other local entities like commercial centers, large businesses, or the city to reduce the investment costs associated with a new parking garage



SERVICE AREAS

One of the challenges for creating a beautiful and functional campus is how to incorporate the myriad of services into the college fabric. Typically, these spaces are reserved for the employees, equipment, and vehicles that keep a campus running. They are utilitarian by nature and are meant to serve very specific purposes. These areas allow for building access and ongoing maintenance which could involve heavy equipment or cranes.

- Loading zones should be designed to handle heavy weights and compression loads
- Mechanical equipment should be restricted from view and hidden behind campus standard screening
- Evergreen planting should be considered to provide year-round privacy screening
- These areas should maximize the amount of service-related activity and minimize their overall footprint



ENVIRONMENTALLY SENSITIVE SPACES

Knoxville College is located in the Third Creek watershed, and a drainage way connecting to East Third Creek runs along the northern area of the property. This area likely serves as a habitat for a variety of birds and mammals, and consideration should be given to find ways for pedestrians to interact with nature. There are several mature specimen trees that should be protected and incorporated into future development.

- Tree protection should be used on all new projects with special care given to mature, specimen trees on campus
- Protect and incorporate all natural features and assets, when possible, on all new projects
- Explore using green infrastructure to reduce runoff pollution into the Third Creek watershed or the Tennessee River



Future Requirements



Future Requirements

REIMAGINE / RETHINK / REBUILD

Student Enrollment / Phasing Projections



| Phase | Timeframe | EnrollmentGoal at end of Phase | # Students added this phase | Student Profile | | |
|-------------------------------------|-----------|--------------------------------|-----------------------------|-----------------|------------------|-------------|
| | | | | Commuter | Distance Learner | Residential |
| ONE | 2022-2024 | 111 | 111 | 40 | 60 | 11 |
| TWO | 2024-2027 | 411 | 300 | 100 | 100 | 100 |
| THREE | 2027-2032 | 1211 | 800 | 300 | 200 | 300 |
| Total envisioned student population | | | 1211 | 440 | 360 | 411 |

Phase One

Phase 1 reestablishes Knoxville College as an accredited program to confer a 2-year Associate of Arts (AA) Degrees to graduating students and certificates to workforce development programs in association with TCAT. The student enrollment goal for Phase 1 is 111 students to be in place by fall of 2024. Eleven residential students aging out of foster care will be housed in the renovated facility originally design for faculty housing. Forty commuter and sixty distance learners will be enrolled.

Phase Two

Phase 2 continues the growth of Knoxville College as an accredited program to confer a 2-year Associate of Arts (AA) Degrees and 4-year Bachelor of Arts (BA) degrees to graduating students along with certificates to hose in the TCAT workforce programs. The student enrollment goal for Phase 2 is 411 students to be in place by fall of 2027. An additional 200 students (100 commuter and 100 residential) will be on campus by 2027 as well as an additional 100 distance learners will be enrolled.

Phase Three

Phase 3 sets the goal of a fully established Knoxville College institution offering a variety of programs to meet students' needs and job opportunities presented by the region. TCAT workforce certificates, accredited 2-year Associate of Arts (AA) Degrees and 4-year Bachelor of Arts (BA) Degrees will conferred to graduating students. The student enrollment goal for Phase 3 is 1211 students to be in place by fall of 2032 (411 residential/360 distance learners/440 commuters.)

Future Requirements

REIMAGINE / RETHINK / REBUILD

Space Needs / Growth Strategies

Preliminary space needs have been estimated based on peer institution usage since Knoxville College does not currently have onsite delivery of classes and academic schedules with which to analyze station occupancy and room utilization. As an academic plan is established, THEC (TN Higher Education Commission) standards will be utilized. Benchmarking standards are indicated below.

| Classroom Utilization | Professional. | THEC |
|---------------------------|---------------|----------|
| Averages | Expectation | Standard |
| Weekly Room Hours | 24 | 20 |
| Student Station Occupancy | 63% | 60% |
| ASF per Student Station | 22 | 25 |

As KC grows its on-campus student enrollment, flexibility will be critical in achieving the highest classroom efficiency practical while maintaining the optimum teaching environment.



Flexibility will be achieved not only through the design of multi-purpose adaptable classrooms and furnishings, but a critical component will be technology, allowing in-person and virtual education to happen in all spaces.

Other strategies for the optimum utilization of physical classroom space include:

- Scheduling additional classes outside the typical Monday/ Wednesday/Friday time slot between 10:00 and 2:00
- Using conference rooms for small seminar classes
- Providing classrooms with movable walls for flexible sizing
- Planning a variety of classrooms sizes which can accommodate smaller seminar type classes
- Schedule some course sections to Tuesday/Thursday
- Include evening hours which will better serve working students
- Unused residential rooms can be used as office flex space during renovations

Future Requirements

REIMAGINE / RETHINK / REBUILD

Building Square Footages

Assignable SF Goals

Peer institution analysis reveals that Knoxville College is well positioned to utilize existing renovated buildings to accommodate an enrollment of 1211 students, along with a new Leadership Pavilion which will house offices, student center and classrooms.

Facility conditions will be assessed to determine the most cost-effective strategy toward renovation/rehabilitation/replacement, but square footage needs will likely remain constant. It should be noted that any master plan is a living document and should be flexible to meet the institution's changing educational needs.



| KC Building Name | Current Gross Net assignableSF | |
|-------------------------------|--|---------|
| | Square existing (70% gross Footage SF) | |
| Historic Zone | | |
| McKee Hall | 28,612 | 20,028 |
| Elnathan Hall | 19,372 | 13,560 |
| Wallace Hall | 11,200 | 7,840 |
| Alumni Library | 34,553 | 24,187 |
| Faculty Housing | 11,454 | 8,018 |
| Chapel | 18,091 | 12,664 |
| Student Zone | | |
| Colston Center | 63,054 | 44,138 |
| Giffen Memorial Gym | 34,550 | 24,185 |
| AK Stewart Science Building | 32,812 | 22,968 |
| Young Memorial Hall | 22,126 | 15,488 |
| MLK Tower 16,100 SF/floor x 9 | 144,000 | 100,800 |
| MLK Dining | 21,000 | 14,700 |
| Davis Hall | 22,800 | 15,960 |
| Brandon Hall | 22,800 | 15,960 |
| TOTAL | 486,424 | 340,497 |



Future Requirements

REIMAGINE / RETHINK / REBUILD

Building Square Footages / Assignable SF Goals

| Space Use Category | | | | | | | Knoxville College | | | Peer Institutions | | |
|------------------------|--|----------------------------------|---|---|--|--------------------------|-------------------|--|--|--|---|--|
| | | Net assignable SF existing TOTAL | 2022-2024 111 Students (51 on campus) Net assignable SF provided Phase 1 | 2025-2027 411 Students (251 on campus) Net assignable SF added Phase 2 | 2028-2032 1211 Students (851 on campus) Net assignable SF added Phase 3 | Total/Space Use Category | | | | 623 students Net assignable SF required | 1000 students Net assignable SF required | Average 851 students Net assignable SF required |
| Classrooms | Elnathan, Alumni Library, Colston Center, & Leadership Pavilion classrooms | 72,716 | | 4,500 | 10,000 | 15,000 | 29,500 | | | 16840 | 27030 | 21935 |
| Class Labs | Leadership Pavilion | | | | 15,000 | | 15000 | | | 14090 | 22590 | 18340 |
| Office and Service | McKee Hall, Alum Library, Leadership Pavilion | 20228 | | 5215 | 33,560 | | 38,775 | | | 34680 | 47340 | 41010 |
| Study/Library | Study only (UT Library access) Alumni Library, Leadership Pavilion | 3500 | | 7500 | 6000 | | 13500 | | | 13750 | 19350 | 16550 |
| Recreation | Giffen Memorial Gym | 24185 | | | 24185 | | 24185 | | | 13000 | 13000 | 13000 |
| Athletics | NA | | | | | | | | | 50000 | 75000 | 62500 |
| Special Use | Alumni Library, McMillan Chapel, DavisHall, Brandon Hall, | 17487 | | 12,664 | 0 | 31920 | 44,584 | | | 2880 | 4010 | 3445 |
| Assembly & Exhibit | Wallace Hall, Colston Hall (assembly) | 21340 | | | 7840 | 29138 | 36978 | | | 17250 | 17250 | 17250 |
| Student Center | Leadership Pavilion/Student Center, Alum Library | 14700 | | 6972 | 15000 | | 21972 | | | 9980 | 16010 | 12995 |
| General Use | MLK Dining | 11084 | | | 7350 | | 7350 | | | 4370 | 7020 | 5695 |
| Support | MLK Dining | 11083 | | | 7350 | | 7350 | | | 7320 | 7320 | 7320 |
| Residential Facilities | MKL Towers, Faculty Housing | 144174 | | 8,018 | 115500 | | 123,518 | | | 93713 | 211261 | 152487 |
| Total Per Phase | | 340,497 | | 44,869 | 241785 | 76058 | | | | | | |
| TOTAL Campus | | 340,497 | | 44,869 | 286,654 | 362,712 | 362,712 | | | 277873 | 467181 | 372527 |

Campus Redevelopment



Campus Redevelopment

REIMAGINE / RETHINK / REBUILD

Ten Year Strategy

The Ten-Year strategy for the growth of Knoxville College considers growth of both on campus and remote student enrollment. Facilities are phased to come online as student enrollment grows and the need for academic classrooms, residential capacity and student services expand.

| 2022-2024 | |
|---|-------------------------|
| Faculty Apt renovation | \$ 1,100,000.00 |
| Alumni Library Renovation - classrooms, workforce, student services, administration | \$ 10,365,900.00 |
| Other improvements; parking, signage, etc. | \$ 500,000.00 |
| | |
| | |
| TOTAL Knoxville College investment | \$ 11,965,900.00 |
| Developer Residential Renovation Phase 1 - 100 units/4 dorms | \$ 25,500,000.00 |
| | |
| TOTAL Developer investment | \$ 25,500,000.00 |
| TOTAL Projected Campus Investment | \$ 37,465,900.00 |



| 2024-2027 | |
|---|--------------------------|
| Wallace Hall - conference/museum | \$ 3,360,000.00 |
| New Const./Leadership Pavilion - classrooms, student center | \$ 15,000,000.00 |
| McKee/Elnathan - classrooms/offices | \$ 15,000,000.00 |
| MLK Dormitory - Residential Renovation | \$ 43,200,000.00 |
| Landscape Master Plan | \$ 4,000,000.00 |
| Giffen Fitness Activity Pavilion - Gym, Tennis, Golf, Workout | \$ 10,365,000.00 |
| | \$ 90,925,000.00 |
| Developer New Construction Phase 2 - 100 units | \$ 25,500,000.00 |
| New Construction - Commerical | \$ 9,501,250.00 |
| | \$ 35,001,250.00 |
| | \$ 125,926,250.00 |

| 2027-2032 | | Total Investments |
|---|-------------------------|--------------------------|
| Early Education facility/childcare facility | \$ 6,840,000.00 | |
| Greenway/Parking | \$ 1,200,000.00 | |
| Arts and Culture Center/Amphitheatre | \$ 18,916,200.00 | |
| Colston Center - classrooms, arts | \$ 18,000,000.00 | |
| | | |
| | \$ 44,956,200.00 | \$ 147,847,100.00 |
| Developer - Community Retail | \$ 7,000,000.00 | |
| | \$ 7,000,000.00 | |
| | \$ 7,000,000.00 | |
| | \$ 51,956,200.00 | \$ 215,348,350.00 |

Campus Redevelopment

REIMAGINE / RETHINK / REBUILD



Campus Aerial — Looking East

Campus Redevelopment

REIMAGINE / RETHINK / REBUILD



Campus Aerial — Looking North

PHASE ONE



Phase One

REIMAGINE / RETHINK / REBUILD



PHASE ONE / 2022-2024

Phase 1 seeks to reestablish KC as an accredited institution of higher education allowing this HBCU to achieve an active and vital role in the East Tennessee region again. A total of 111 students will be served in this initial three-year phase and all critical college functions will occur in a renovated Alumni Library building. A modest on-campus residential program for 11 students will be established in the renovated former faculty housing facility and the McMillan Chapel will continue in use. Basic site improvements and parking will be implemented. The college will continue pursuit of fundraising and development opportunities.

During Phase 1, KC will initiate development of their north property (four prior men's' dorms) with a private development partner. This effort will support funding of the master plan, solidify KC's investment and support for the local community through affordable housing and secure future value and amenity on the property.



Phase One

REIMAGINE / RETHINK / REBUILD



Faculty Housing Renovation



Phase One

REIMAGINE / RETHINK / REBUILD

TRIVE Apartments / Faculty Housing Renovation

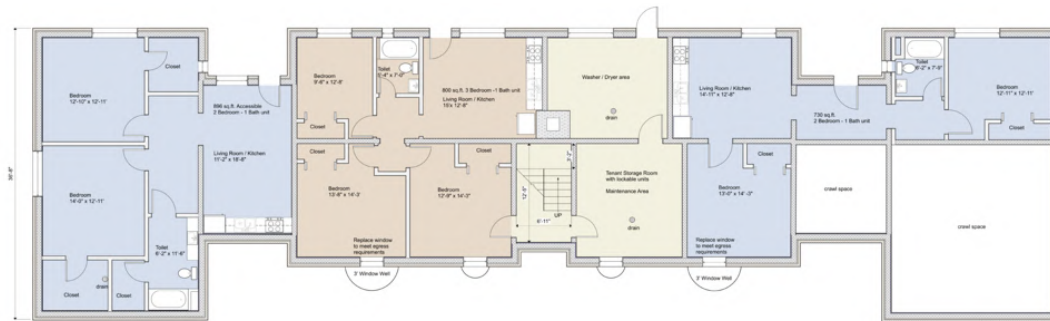
With the renovation of the original Faculty Housing facility, Knoxville College takes firm action by illustrating an important step for the community. Providing housing and educational support to the at-risk students leaving the care of foster homes opens a door which would have been hard to negotiate otherwise.



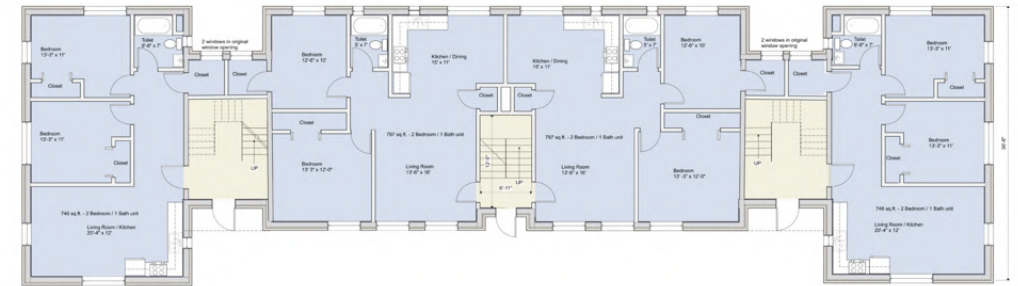
The original faculty housing is planned for a renovation/conversion to provide housing for eleven students transitioning from high school or college who are also aging out of foster care.

Phase One

REIMAGINE / RETHINK / REBUILD



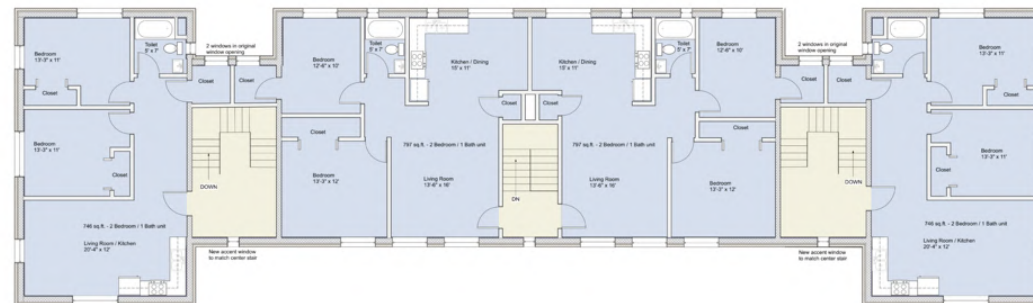
Lower Level



Entry Level

THRIVE Apartments

The conceptual plans for housing shown here developed by the East TN Community Design Center are designed in suite-style apartments commonly used for freshman housing.



Upper Level



EAST TENNESSEE COMMUNITY
DESIGN CENTER

Phase One

REIMAGINE / RETHINK / REBUILD

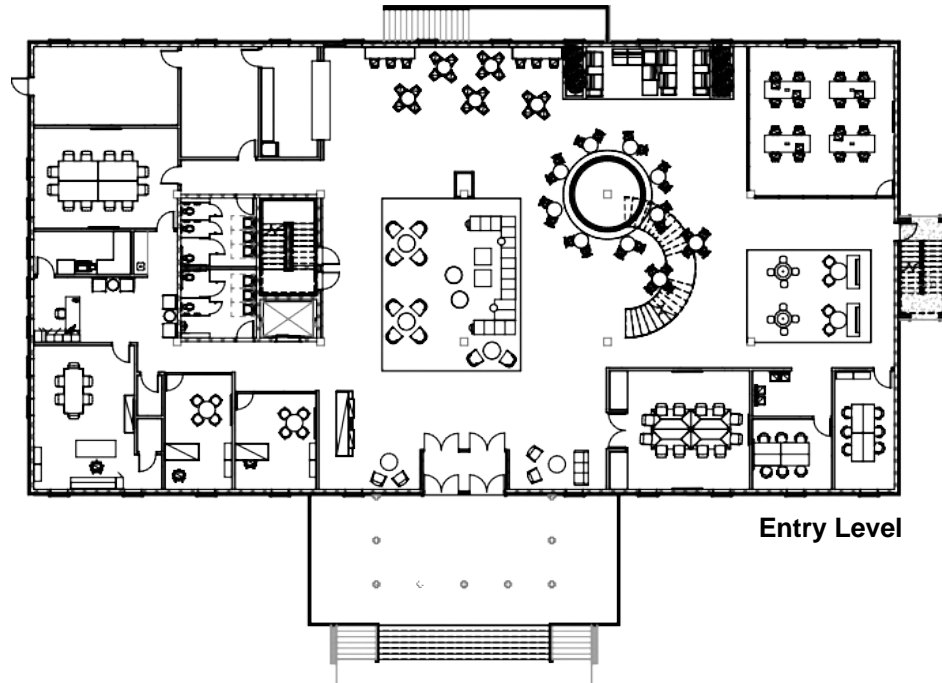


KC Alumni Library Conversion



Phase One

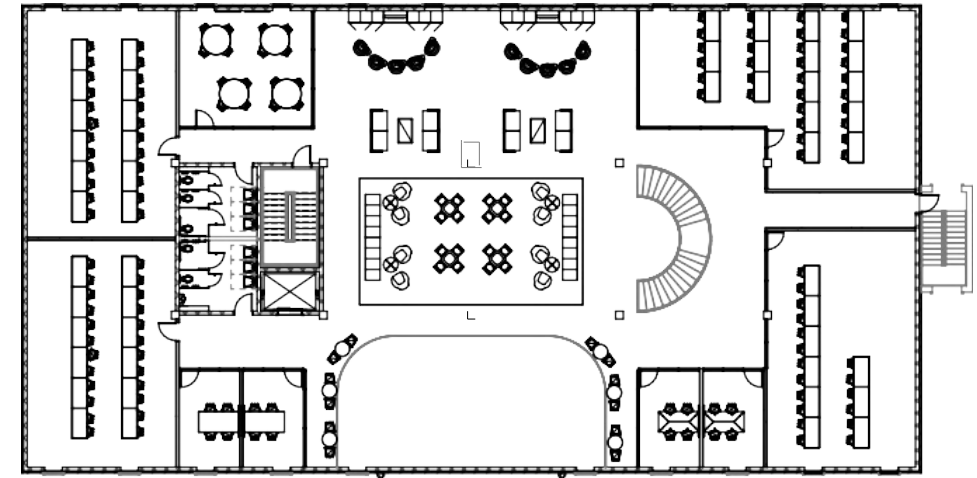
REIMAGINE / RETHINK / REBUILD



Entry Level

KC Alumni Library Conversion

The Alumni Library will initially serve as an all-in-one facility for the college's administration student services, cafe, classrooms, study and lounge space on the entry and upper levels. The classrooms will accommodate up to 125 students in 5 class spaces. The lower level (not pictured here) will host Workforce Training programs in its current configuration.



Upper Level



With its open floor plan, and as one of the newest facilities on campus, the library provides a sound structure for a host of functions as the college makes its first step to host students on campus for classes. The building envelope will be updated, and the floors will be renovated to accommodate classroom space for 125 and ample office, study, meeting, and lounge space.

Phase One

REIMAGINE / RETHINK / REBUILD

Alumni Library Entry

The renovations seek to keep major current building elements and partitions in place for efficiency and insert glass walls to encourage an open and inviting lounge and educational space.



Alumni Library

Classroom and Study Spaces

An open floor plan is a key feature which will offer flexibility of use and provide a comfortable place between classes for commuters.



Alumni Library Campus Cafe

The renovations seek to keep major current building elements and partitions in place for efficiency and insert glass walls to encourage an open and inviting lounge and educational space.



Alumni Library

Classroom and Study Space

The upper-level features 4 classrooms and flexible individual and group study rooms.



Alumni Library

Lounge Spaces

In addition to the formal classroom and study space, lounge space is incorporated into the design for recognition that commuters will need between-class spaces to socialize and connect with other students.



PHASE TWO



KNOXVILLE
COLLEGE

Phase Two

REIMAGINE / RETHINK / REBUILD



PHASE TWO / 2024-2027

Phase 2 begins by focusing development on the historic front green of campus with the renovation of Wallace Hall, new construction of a Student Center/ Classroom facility (Leadership Pavilion) and an evaluated rehabilitation of McKee and Elnathan Halls. Giffen Fitness

Activity Pavilion and outdoor amenities will be renovated for student recreation and begin to activate the center of campus. A hallmark transformation for the entire campus, the Central Court with its spoke articulation of the Divine Nine Greek reference, will be installed and the landscaping master plan connecting all zones of campus will be initiated.

Nearing the end of Phase 2 MLK Residential Towers will undergo a phased renovation to accommodate the influx of students who reside on campus; a total of 400 by the end of Phase 3.

On its northernmost property (the site of the football field/track) KC will continue in a private developer partnership to add an additional 100 units of affordable housing, further solidifying its commitment to the community.

Phase 2a



Phase 2b



Phase 2c



Phase Two

REIMAGINE / RETHINK / REBUILD



Campus Plan

The Master Plan is guided by the three existing divisions of campus and further develops them as different, but important, exterior spaces. The campus is now provided with a framework which formalizes the pedestrian experience and knits the buildings together. The front historic green reaches to the community, the central court is developed for students as a “divine nine” exterior room to reflect the importance of Greek life and the north student lawn is re-imagined and enhanced by an amphitheater and oval walk. Vehicular circulation and parking are moved to the edges of campus. Pedestrian connections between quads and with the community are a centerpiece of the master plan layout.



Historic Green

From its earliest photographs and renderings, the stately and historic front green of Knoxville College is a fitting foreground to McKee Hall, presenting the feature view of the college as an icon of higher education on a hill overlooking Knoxville. The master plan preserves and reinforces this area, enhancing pedestrian connections to the community and the main vehicular entry from Knoxville College Drive. The new student center/academic facility is positioned between McKee and Wallace and strengthens the connections from this historic green and a newly defined central court.



Phase Two

REIMAGINE / RETHINK / REBUILD



Central Court

The middle of campus has long been the focus of student activity highlighted by the painted Greek walk. In the master plan this Central Court and fountain is now formalized in a circular open court representing the “divine nine” Greek organizations at the heart of HBCUs. The tree-lined spokes of this pattern reach beyond the space to provide pedestrian connections to the historic front green and form the terraced amphitheater which steps down to the student activity lawn. The court is activated by surrounding Giffen Student Rec building, academic buildings and a new student center/academic facility which also fronts the Historic Green.



Student Lawn

The memory of football, fraternity bonfires, and leisurely enjoyment is still felt in the expansive lawn framed by the dorms and outdoor recreation courts. The Student Lawn is retained in the master plan and formalized by an oval shaped walk and new amphitheater which steps up into the Central Court. It is still the focus of the MLK dorm and offers activities such as putting greens, tennis courts, and a sand volleyball court behind Giffen Recreation Building. Rather than a drive, vehicles are provided access around the lawn by wider pedestrian walkways protected by removable bollards. 750 parking spaces are planned for the campus and students will also park on the northernmost property to preserve the campus' pedestrian focus.



Phase Two

REIMAGINE / RETHINK / REBUILD

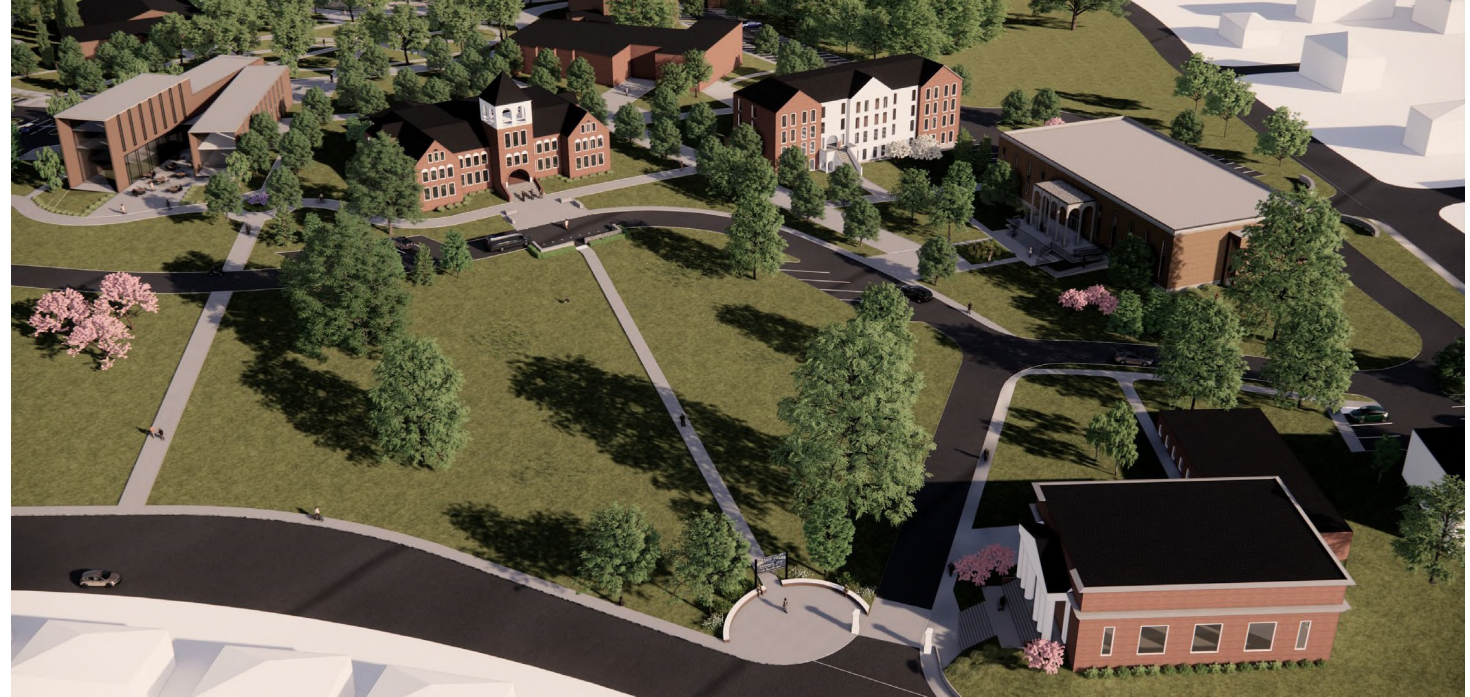


Central Court / Looking West



Phase Two

REIMAGINE / RETHINK / REBUILD



Historic Green / Looking North

Phase Two

REIMAGINE / RETHINK / REBUILD



Central Court & Student Lawn / Looking Northeast



PHASE THREE



KNOXVILLE
COLLEGE

Phase Three

REIMAGINE / RETHINK / REBUILD



PHASE THREE / 2027-2032

Phase 3 continues completion of the master plan's greenspace, hardscape, and parking to support the additional campus residents and students.

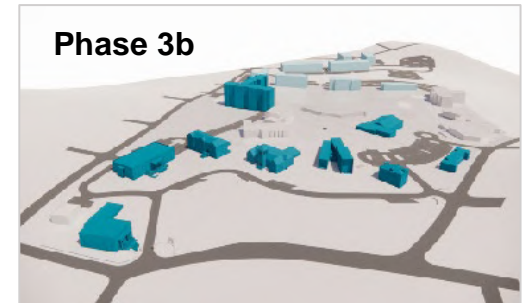
Arts and culture will be advanced through the final completion of the outdoor amphitheater stepping down and connecting the Central Court and the Student Lawn. And the performing arts will once again have a home in a renovated Colston Performing Arts Center. Colston's classrooms will also be a vital need as the student population grow to over 850 on campus.

A final community amenity will be added through the KC/private developer partnership which will serve the neighborhood and KC students alike. A community retail component will be a final addition to the north property truly reinforcing Knoxville College as a campus which connects to its community.

Phase 3a



Phase 3b





KNOXVILLE COLLEGE

Guided by faith. Inspired by knowledge.

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