



# TUSKEGEE

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## UNIVERSITY

### Campus Master Plan 2017

#### Executive Summary









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And a special thank you to the Campus Master Plan Steering Committee, the faculty and students of the School of Architecture and Construction Science, Hoar Program Management, and all of the faculty, staff, students, alumni and friends of the University who participated in interviews, meetings, work sessions and other engagements, which provided invaluable input toward the development of the campus master plan.





# Message from the President

Dear Friends of Tuskegee University,

In 2015, we commemorated the centennial anniversary of the passing of our esteemed founding principal and president Booker T. Washington. Celebrated among many of his singular accomplishments was his acquisition of over 5000 contiguous acres in the Tuskegee Macon county area. As a result, Tuskegee University is #12 in acreage owned in the nation among all colleges and universities with our beautiful campus built upon the natural contours of 283 acres of landscape.

Today, the University continues to benefit from Washington's unparalleled accomplishments along with those who came along to assist him including Robert R. Taylor, M.I.T.'s first African American graduate and designer of many of our campus buildings, and the esteemed George Washington Carver, whose scientific and programmatic achievements are equally unmatched. The greatness of our tradition compels our responsibility, innovation and vision for the university's trajectory into the 21st Century. We too must leave a legacy for the many students who will walk our historic campus in the next 100 years after our departure.

To accomplish this, we have created a bold new Campus Master Plan that will not only seek to restore, renovate and preserve the accomplishments of our predecessors that led Tuskegee University to become the first black college designated as a Registered National Historic Landmark (April 2, 1966), and the only black college designated a National Historic Site (October 26, 1974), a district administered by the National Park Service of the U. S. Department of Interior; but, to greatly improve upon them. Thus, our responsibility to subsequent generations of students and visitors is clear.

We have reaped the benefits of august buildings we ourselves did not build, student fashioned world-renowned bricks we ourselves did not make, pioneering and innovative academic programs we ourselves did not initiate, and generous donations from formerly enslaved men and women and major benefactors we ourselves have not matched.

In this crucible of tumultuous times for 21st higher education in securing resources for aging infrastructure, technology and buildings, Tuskegee today must not only celebrate a very grand and glorious Tuskegee Tradition, but together ensure that we partner in creating commitment, capacity and sustainability for a Tuskegee Trajectory that future generations will look to and be grateful for what was undertaken at a time such as this.

Tuskegee University embraces such a moment for posterity's sake, and we hope that you join us with your support.



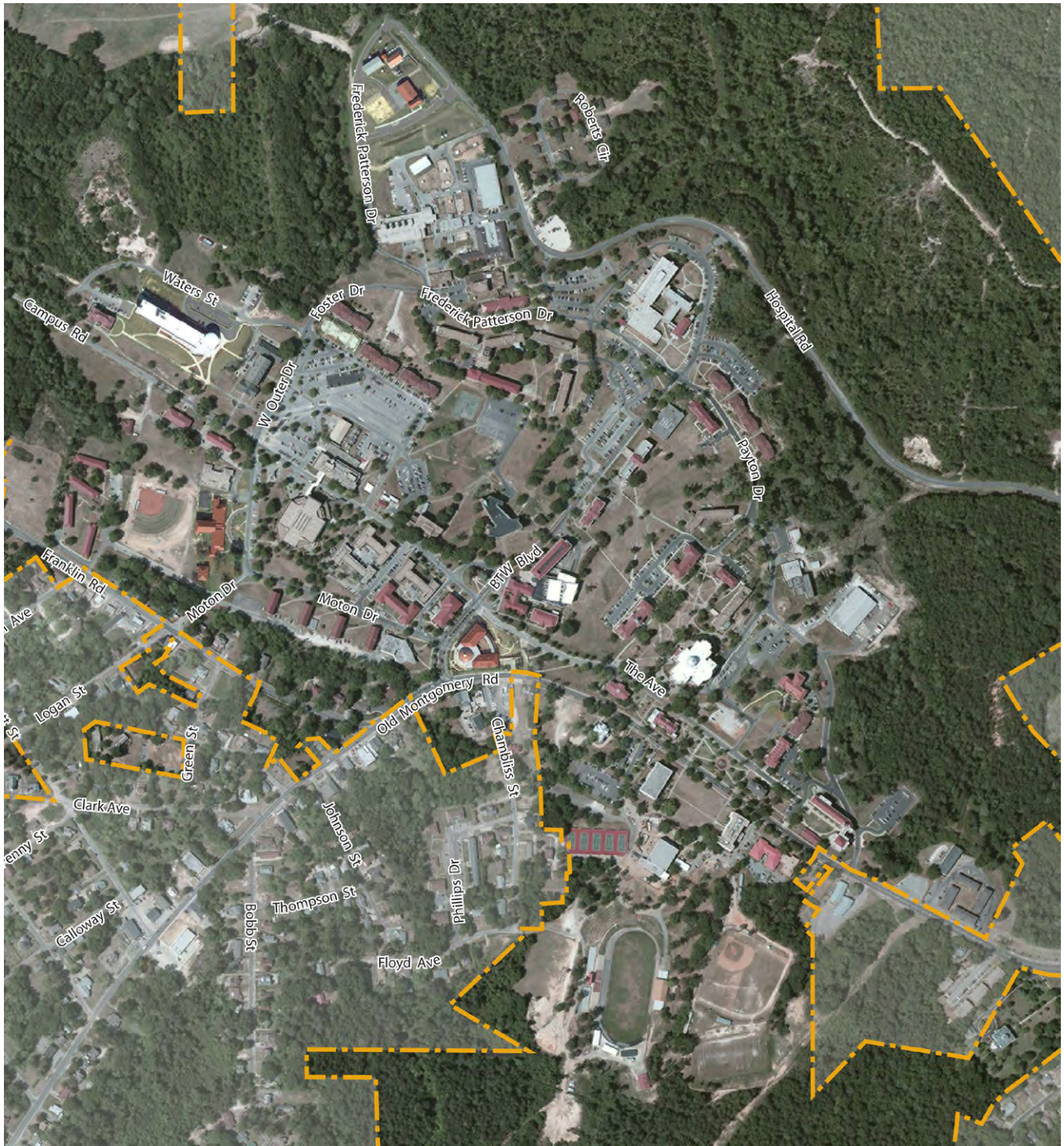
Brian L. Johnson, Ph.D.  
7th President, Tuskegee University

“Where there is no vision, there is no hope.”  
—George Washington Carver



# Introduction

This Campus Master Plan is intended to serve as a guide in the ongoing development, enhancement and preservation of the Tuskegee University campus. It sets out a long-term, comprehensive vision for the campus as a supportive environment for instruction, research and service consistent with The Tuskegee Trajectory, the University's 2015-2020 Strategic Plan. The campus plan identifies policies, strategies and priorities to inform investment in the campus over the next 10 years to improve the character, function and efficiency of the campus and move the University ever closer to achieving its long-range vision for the campus.





## Planning Process

The Campus Master Plan was prepared during the Summer and Fall 2016. The planning process involved a wide variety of individual interviews and group meetings with representatives of the University administration, a Campus Master Plan Steering Committee, students, faculty and other stakeholder groups. Development of the plan was directly influenced by the goals set forth in the University's Strategic Plan and by input from alumni, students, parents, and faculty gathered through an online survey.

A detailed building assessment was conducted to evaluate the condition and potential repurposing of fifteen buildings, most of which were offline or underutilized. A campus-wide analysis of space needs and current space utilization was initiated as well. The results of the building and space analyses were synthesized to provide a more precise understanding of how these buildings may be renovated and adapted to accommodate future space needs as the University pursues a 20% growth in enrollment by 2020. These findings will be included as an addendum to the Campus Master Plan upon their completion, refining the overall recommendations of the campus plan.

## Vision

Tuskegee University envisions itself growing in enrollment and expanding its academic offerings in the coming years. Strategic goals to increase research, particularly in STEM fields, will help to draw faculty and students on a global basis. Growth will be accommodated by improving and repurposing existing buildings and constructing new ones, all while retaining the historic character of the campus. Building on its long-standing reputation for excellence, quality on-campus housing, state-of-the-art technology and enhanced open space, recreation and athletic facilities will help to draw more students to the University.

This master plan describes a future state of the Tuskegee University campus—a campus that offers a safe and attractive, student-centered learning environment enhanced by modern facilities and services. Framed by the rich architecture, landscape and traditions of this historic institution, Tuskegee University will continue to provide an unparalleled experience for all who enter its gates.





## Master Plan Goals

The Campus Master Plan was developed around four overall goals highlighting physical aspects of the campus that emerged as key issues during the planning process.

**Optimize space utilization and functionality.** Over the last 135 years the campus has expanded significantly. While the rolling topography of the campus has provided a visually pleasing backdrop, it has made physical expansion challenging. Today, the core campus occupies approximately 240 acres of a total 5,500 acre property. Buildings span 124 years, from the c. 1889 Band Cottage to Henderson Hall constructed in 2013. As early buildings became obsolete, they were adapted to new uses or redeveloped. New buildings were constructed to accommodate growth in enrollment and expansion of academic and research programs. Among the many buildings in the core campus, over a dozen are either vacant or underutilized.

As reinvestment and new construction occur in the future, academic functions, which today are dispersed around the campus, will be concentrated toward the center, creating a vibrant, walkable academic core around which campus life revolves. Currently underutilized buildings in the heart of campus present great opportunities to realize this aspect of the campus vision while retaining the rich historic character of the University.

In its first era of development—from 1881 to 1895— campus facilities were mostly clustered along Campus Avenue in a 20-acre portion of the original 100-acre property. The school's agricultural program occupied a barn and other buildings at the west edge of the overall campus property, along what is now Booker T. Washington Boulevard. Today, the core campus extends over roughly 240 acres—from Milbank Hall to the Marable Apartments (west to east) and from the football stadium to the Veterinary Medicine complex (south to north).

A concurrent investigation of existing space utilization and future space needs—based on the University's goal to increase enrollment by 20%—will provide a more detailed foundation upon which the University will make decisions regarding programming of existing buildings, repurposing underutilized and offline buildings, and the need for new facilities. Because there is excess building space, future space needs will be accommodated, in part, through renovation, repurposing, and re-allocation. However, not all existing buildings will be suitable for research and other functions that require specialized types of space or building systems. A supplement to this plan is being prepared that will outline the most cost effective manner to accommodate University growth within the context of its specific space needs and the types and conditions of space that are available on campus today.





**Enhance student experience.** An important goal of the University's strategic plan is increasing enrollment and retention. Beyond educational reputation and affordability, one of the most important things a University can offer to help recruit and retain students is a safe, comfortable and supportive campus environment. This includes quality housing and dining facilities, indoor and outdoor spaces for study, recreation and leisure, convenient services, and an attractive, well-maintained campus.

Improving existing on-campus housing will be an important undertaking to enhance campus life and support recruitment and retention. The University now offers living space for over 2,100 students in 14 residence halls and in the Commons and Marable Apartments.

Renovation of existing residence halls and apartments will help increase occupancy, which is estimated at 83%. Recently, the University renovated the First and Second Emery dormitories

and plans to renovate Third Emery and will likely do the same with Fourth Emery. This would bring the total available living spaces close to 2,200. These improvements and the renovation of another underutilized historic building being examined now would help the University fulfill housing needs as Tuskegee's nears its 3600 enrollment goal.

Because of its relative isolation, Tuskegee University must provide student life amenities and services to supplement the limited offerings of the surrounding community. At the same time, the University is a unique and essential partner to the city in its efforts to improve the community's quality of life, which in turn would have a positive effect on the lives of University students, faculty and staff.

**Customer service should be an over-arching theme to the way the University invests in, plans and manages its facilities and services to ensure that students enjoy living and learning on the Tuskegee University campus.**



Given the University's vast 5,500-acre property holdings, there is tremendous opportunity for Tuskegee to put some of its undeveloped land to use in fulfilling campus needs as well as those in surrounding communities. Ideas explored during the planning process include solar power and wind power generation and an urban farming program for growing fresh produce to supply campus dining facilities and to help eliminate food deserts in the Macon County area. Not only would these programs help to meet University and local needs but do so in ways that enhance the University's educational mission and reflects Tuskegee's history of modelling innovation as an 1890 school.



**Improve campus infrastructure.** Having developed over 135 years the Tuskegee campus is served by infrastructure that varies greatly in age, condition and function. The ability of the campus to function successfully and accommodate growth and change depends greatly on the stability of its underlying infrastructure—from its water, sewer and electrical distribution systems to classroom technology and wireless internet access.

Rapidly changing technology, especially the ubiquity of laptops, smart phones and tablets and ready access to the internet, is having a powerful impact on higher education. With more supportive information technology infrastructure, Tuskegee can channel this force to advance teaching and research.

The University owns and operates all of the utility facilities and lines on campus, with the exception of the sewer system. While this represents a significant financial responsibility, it affords Tuskegee the freedom to make changes that specifically benefit the University and its vision for the campus. Resolving today's infrastructure issues can and must be undertaken with an eye toward creating a more efficient, resilient and innovative campus for tomorrow.

**The University's Strategic Plan identifies research expansion as an important objective for growth. Through reinvestment in existing buildings and future construction of new facilities, the University will meet current and projected needs for research space. Strengthening information technology infrastructure and utilities will also be key to developing a 21st century research hub on campus.**



## Campus Survey

Students, parents, faculty, staff, alumni and other members of the campus community completed an online survey that asked what campus features were especially meaningful to them, their vision for the campus, issues to be addressed and priorities for improving the campus. Following is a summary of the results.

### What are your favorite physical features of the campus - the special places that are meaningful to you?

The campus community holds Tuskegee's historic buildings in great esteem, frequently mentioning Tompkins Hall, White Hall, the library and the George Washington Carver Museum. While a building of later vintage, the Chapel was the top response. The Booker T. Washington monument and campus open spaces—the Yard (Hattie W. Kelly Court), The Ave, The Valley and the Lincoln Gate—are also highly regarded. Other meaningful places noted were Abbott Stadium, the Kellogg Conference Center and Chappie James Arena.

### What physical features of the campus should be a major focus of the campus master planning process?

Respondents overwhelmingly agreed housing, a recurring theme throughout the survey, should be emphasized in the campus master plan. Other popular responses included academic and athletic facilities and the care and re-use of historic buildings. Survey responses also emphasized the importance of the campus landscape, streets and sidewalks, and common spaces, dining and other student life amenities.

### What forces and/or trends do you feel will most affect the campus in the next five to ten years?

Technology was widely recognized as a major force to be grappled with, for how it is changing the economy, its potential for enhancing learning and the growth of online education.

Respondents also frequently mentioned student recruitment and retention, affordability and the quality of education the University offers. Other important forces and trends mentioned were the financial stability of the University and town-gown relationships.

### My vision for the campus for the next ten years is...

Respondents envisioned improved campus housing, the preservation and re-use of historic buildings, increased enrollment and retention. The campus community foresees state-of-the-art technology integrated into classrooms as well as new and stronger academic programs. They see a financially stable University with an excellent reputation that is manifested in a beautiful, student-centered learning environment with inviting green spaces and improved athletic facilities.

### If you had the power to implement your vision, what efforts would you focus on first and why?

The improvement of on-campus housing was a clear priority as it is critical to creating a safe, comfortable campus environment that helps in the recruitment and retention of students, another top concern. Respondents also emphasized the renovation of historic buildings and Abbott Stadium, financing, and increasing alumni involvement as critical first steps. Other priorities noted were strengthening academic programs, technology upgrades and the overall organization and beautification of the campus.

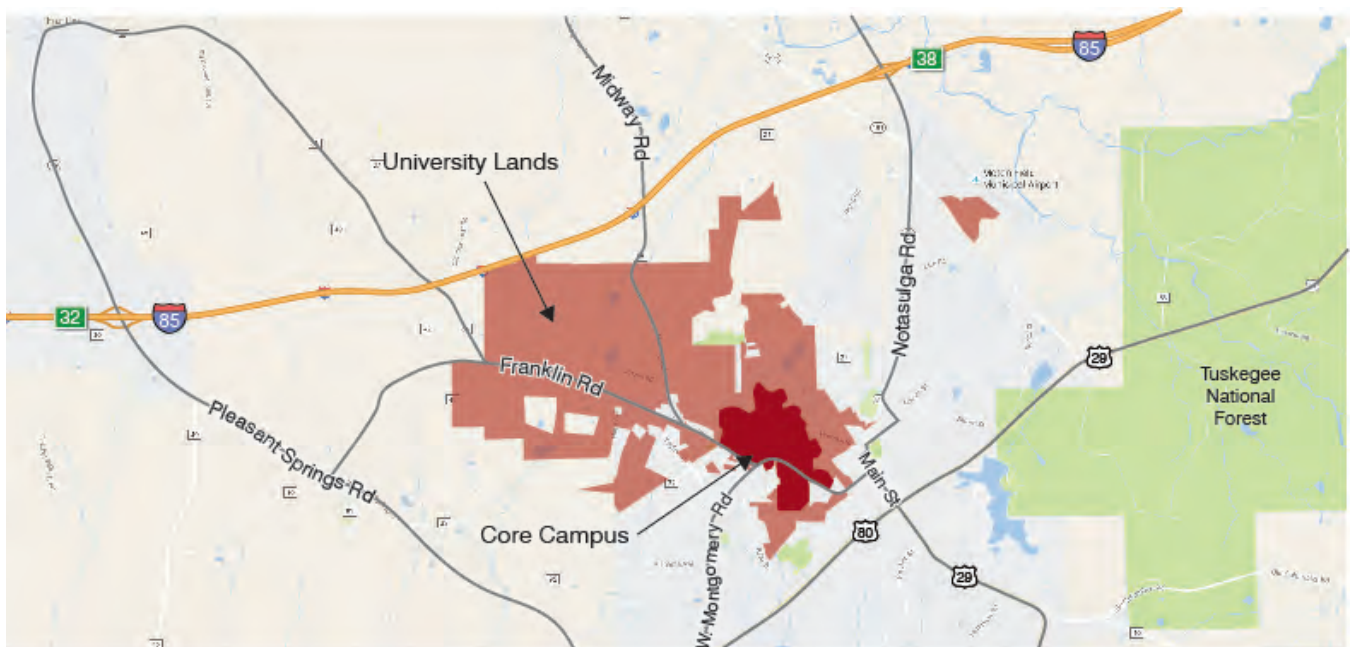


**Enhance accessibility and wayfinding.** The size, terrain and layout of the campus are a challenge to accessibility, particularly for pedestrians. This can lead to more students driving on campus, which in turn requires more land devoted to parking rather than for housing, academic and research buildings, athletic facilities and recreation space. Strategic improvements to the campus pathway system will make walking and bicycling between classes more desirable in combination with shifting of core academic programs over time to more centralized locations.

ADA access to buildings and open spaces is also made difficult by rolling topography. Access will be improved through improvements to streets and pathways campus-wide as well as various site-specific solutions.

Access to the campus for visitors and prospective students will be enhanced through installation of new wayfinding signage along routes from Interstate 85. Internal wayfinding will be enhanced by the addition of a uniform signage system including directional signs to visitor destinations and building identification signs.

Tuskegee University attracts a variety of visitors including prospective students and families of current students but also sightseers interested in exploring the hallowed grounds of this historic institution. The campus needs space designated to receive all of these visitors, strategically located to be within walking distance of key destinations but mostly out of the way of daily activity and with enough space for short- and long-term parking.



Vicinity Map

**“Education is all a matter of building bridges.”  
—Ralph Ellison**









The Illustrative Master Plan is built upon all of the concepts, large and small, that emerged during the planning process to improve the Tuskegee University campus. It reflects a future state—likely well beyond the ten year horizon of this plan—for the campus, capturing the aspirations and visions of the University community—its students, parents, faculty, staff and alumni.

It is intended that, by committing to the implementation of this plan, the University may draw ever closer—day by day, year after year—to realizing its visions for the Tuskegee campus.

# Illustrative Master Plan



## Functional Organization and Facilities

The footprint of the campus has expanded significantly in the last 135 years. This has created a low-density setting, attributed to numerous factors—topography, placement of specialty programs far from the original academic core, and conversion of the former Andrews Hospital to academic use. And, several centrally located buildings are vacant or underutilized while academic and research activity has shifted to newer buildings around the campus perimeter.

Since the early development of the campus, academic programs have been arranged in clusters, such as the engineering, veterinary medicine and agricultural colleges. This remains an appropriate organizational strategy. However,

Typically, campuses grow outward with a concentration of classroom buildings serving as an “academic core.” Housing and support functions cluster around the academic core. This arrangement minimizes distances between classes, obviating the need to get around campus by car. Today, Tuskegee’s academic programs are widely dispersed. This contributes to increased driving on campus and student desires for more parking.

core classes should be centrally located. This arrangement increases convenience for freshmen and sophomores, whose schedules include more core classes than those of upperclassmen. Nearby access to the student union and other central amenities allows ease of movement for those relatively new to the campus and increases opportunities for interaction and social development.

By strategically re-organizing academic uses, the campus will become more walkable, lessening vehicular traffic, reducing parking demand, improving safety and providing an environment that promotes student health and interaction.

### Create a walkable academic core

- Consolidate core undergraduate/freshmen classes in an academic core or spine along Campus Avenue.
- Reserve site of original Huntington Hall for a new academic building.
- Renovate Willcox B, D and E for academic use.
- Redevelop the Moton Hall site for a new classroom building and/or innovation center.

Academic and Research Facilities



Campus Housing





### Renovate viable, offline buildings for re-use

- Stabilize and secure buildings until they are brought back online.
- Renovate and re-use Willcox B and D for classroom and/or laboratory space.
- Renovate and expand Thrasher Hall for live-learn center for Brimmer College.
- Renovate Emerys III and IV for housing.
- Reuse Chambliss Annex for locker and rest rooms for softball.
- Reuse Milbank Hall for live-learn center for College of Agriculture, Environment and Nutrition Sciences.
- Renovate the Varner House as an alumni facility and/or event space.

### Upgrade academic and research buildings

- Adopt consistent equipment/building controls system standards.
- Improve research facilities to assure compliance with technical requirements of research programs and grantors.
- Renovate Willcox E for academic use.

### Reorganize select administrative functions

- Consolidate administrative student services into one or two adjacent buildings (e.g., Carnegie Hall and the Old Administration Building).
- Relocate housing services function from West Commons with consolidated administrative student services.

### Build facility to house major University events

- Develop a multipurpose facility on site west of Luther Foster Hall for events and student recreation.

### Provide more and enhanced student work and study spaces

- Expand digital access to library collections.
- Provide work and study spaces for individuals and groups—supported with charging stations, whiteboards, Wi-fi access and other technology—in strategic locations throughout campus.

Athletics and Recreation Facilities



Administrative and Support Facilities



## Improve athletic facilities

The Athletics Department has prepared a master plan to guide reinvestments in the University's athletic facilities. The \$22 million dollar plan will include renovations to Abbott Stadium, the track and baseball field, construction of a new fieldhouse, and new parking.

## Redevelop housing along Franklin Road

Several single-family homes along Franklin Road are maintained by the University for faculty and staff housing. The ability to offer quality, rent-controlled housing is helpful in recruiting faculty and staff. Redevelopment of this area, such as for townhomes, could create a larger number of such units and provide a strong image for the University along one of its most public edges. This development could be undertaken through partnership with a residential developer, with the University maintaining ownership of the land.



Photo: Columbus Ledger-Enquirer

Rendering of proposed improvements to athletic facilities.  
Image courtesy McKee and Associates





## Planning and Design Principles

The following principles are intended as a statement of campus policies to help guide decision-making in future capital investments.

- The primary purpose of the campus is to provide an appropriate environment for teaching, research, and student development.
- Tuskegee University's sense of place, historic resources and associated traditions are preserved so that they may be enjoyed by future generations of students.
- Campus functions are organized to support synergy, optimize accessibility and encourage interaction.
- Primary academic functions are concentrated around the center of the campus. Student housing is located around this academic core.
- An overall open space system unites the campus and provides a variety of outdoor environments for gathering, recreation and student development.
- New campus buildings and facilities are located and arranged to reinforce the campus open space system and form usable, legible open spaces.
- A campus-wide pedestrian and bicycle system links open spaces, academic buildings, and student life facilities.
- The beauty of the campus is well-maintained to reflect pride in the legacy of the University to attract and retain students, faculty, staff and patrons.
- Campus streets are designed to safely accommodate pedestrian, bicycle and wheelchair access.
- Campus streetscapes are designed to reinforce the character and function of major campus precincts.
- Most campus buildings maintain a uniform, traditional relationship to campus streets, pathways and open spaces.
- Pedestrian movement takes precedence over bicycles and automobiles in the core campus.
- Vehicular circulation occurs primarily on perimeter streets; interior streets accommodate pedestrian and bicycle movement and limited vehicular circulation.
- Parking is managed as a limited resource.
- New parking facilities are located around the campus perimeter with access from perimeter streets.
- The campus provides a 1:1 ratio of residence hall beds to resident parking spaces and an overall parking supply of 0.5 spaces per student.



## Student Life

Tuskegee University is committed to providing a high quality, student-centered learning and living environment. This is achieved through attractive on-campus housing choices, well-planned and maintained support facilities and services, and abundant spaces for students to work, study, relax and interact socially and intellectually.

### Improve on-campus housing

Improving existing housing is a high priority for the University as the condition of housing contributes to the quality of student's lives while on-campus, and therefore affects recruitment and retention.

- Renovate on-campus housing including heating and air conditioning systems, bathrooms, etc. Improve building facades as needed to increase consistency with the historic character of campus.
- Redevelop site of Olivia Davidson Hall for new housing as enrollment increases and housing demand grows.
- Focus future housing developments to suite-format, single- or double-bed dorms or a suite-dorm hybrid.
- Provide flexible common spaces for leisure and study and usable outdoor spaces in new residential developments.

During a campus-wide listening session, students noted that washers and dryers in campus laundry rooms are coin-operated but that change machines are not always available. Several students recommended converting the coin-operated laundry machines so that students can use a student identification or debit cards. This would eliminate the need for change machines, increase convenience for students, reduce maintenance on coin mechanisms, and allow the University to adjust pricing without being constrained to 25 cent increments.

### Improve student support functions

- Provide space for additional laundry and retail convenient to student housing on west side of campus.
- Provide additional food services in strategic locations outside of the academic core.
- Develop a campus recreation center in the multipurpose building proposed adjacent to Luther Foster Hall.

### Provide indoor and outdoor spaces for study, interaction, collaboration and recreation

- Incorporate a variety of spaces for individual and group work and study in academic, housing and applicable support buildings. Spaces should be outfitted with Wi-fi access, charging stations, whiteboards or smart boards, and modular furniture that allows students to re-arrange spaces based on the size of the group or the type of activity.
- Construct amphitheater in slope between Kresge Center and the Chapel for special events and passive uses.







- Convert portions of The Ave into a pedestrian concourse with seating and other amenities. The Ave has traditionally been a place for students to gather for Greek and other social activities.
- Develop a multipurpose intramural field between the softball field and Mary Starke Harper Hall.

#### Expand student health services

- Expand hours/capacity of student health services on-campus.
- Support City in improving access to urgent, primary and other health care services in the community.

#### Create an urban farm program

Taking advantage of the University's significant land holdings, development of an expanded community garden program or an urban farm through the College of Agriculture, Environment and Nutritional Sciences could provide the University and the surrounding community with fresh, locally produced food. This enterprise would strongly reflect the University's traditions of learning by doing and serving others.

**“The power of excellence is overwhelming. It is always in demand, and nobody cares about its color.”**

**—General Daniel “Chappie” James, Sr.**

## Open Space System

Open spaces are an essential part of the design and daily life of college campuses. They provide space for passive recreation, intramural activities, individual and group study sessions and special events. They are also part of the campus circulatory system for those walking or on bike.

Three Tuskegee open spaces are central to the legacy and traditions of the campus: The Yard, The Valley and The Ave. Other notable open spaces include the quadrangle in front of Logan Hall; the Booker T. Washington “Lifting the Veil” Monument, Tuskegee Airmen Circle, and the quadrangles between the Old Administration Building, Carnegie Hall and Thrasher Hall. Student activities traditionally associated with some of these spaces have been lost over time, particularly student gatherings during lunch time on The Ave.

### Revitalize campus open spaces

- Convert portions of The Ave to a pedestrian concourse.
- Install additional walkways, seating areas, landscaping and other amenities to improve The Valley for individual, small group and large group use.
- Improve Tuskegee Airmen Circle with landscaping, seating, etc. to better function as a gathering space serving the adjoining dormitories.

### Add intramural recreational space

The space between the softball field and Mary Starke Harper Hall is an ideal location for a multipurpose recreational field that can be used for organized intramural sports or pick-up games. Space to the south of the softball field is available for tennis, basketball and/or volleyball courts.

Social spaces—indoors and out—foster interaction. Silicon Valley innovators like Google, Facebook and Samsung are designing work environments to encourage chance encounters and interaction to drive performance and innovation. This strategy has long been used by university's to offer students an immersive campus environment supportive of intellectual development. In much the same way tech giants are shaping their work environments, university research programs can benefit from social space that enables interaction within and among multiple disciplines.







This bird's-eye view of the campus (looking southeast) illustrates the University's opportunities to provide more usable open space on the west side of campus while uniting the campus with a comprehensive path system.

### Create a West Campus Green

A new campus open space is proposed to serve the campus west of Booker T. Washington Blvd. The space lies between the Kresge Center, Chapel, Younge Hall and West Commons.

- Construct amphitheater in slope between Kresge Center and the Chapel as an anchor to the proposed campus green.
- Reserve central open lawn for pick-up games and large outdoor gatherings
- Define the western edge of the campus green with new buildings as may be needed over time.
- Include a covered pavilion, monuments, seating and picnic tables, bicycle racks, fountains and garden areas.

### Enhance campus gateways and corridors

- Improve Franklin and Hospital Road entrances with landscaping, signage and lighting. Masonry pillars as used at other entryways should be added to the Franklin Road gate.

- Plant regularly spaced shade trees along major external and internal streets.

### Plan and standardize campus landscaping

- Develop guidelines and standards for sidewalk design, ADA ramps, speed tables and other traffic calming devices, lighting, planting and plant materials, and outdoor furnishings.
- Initiate a tree planting program to maintain and incrementally replace large shade trees in decline.

### Provide usable outdoor space in future housing development

When new on-campus housing is developed, design plans should include reserving and improving a portion of the site for open, gathering space for residents. Such spaces should be connected to adjoining residential spaces where possible and to the campus pedestrian network. The spaces should be relatively flat, well-lighted and furnished with seating, trash receptacles, shade trees and resilient landscaping.

## Vehicular System

As the campus has expanded over time it has become less walkable and more car-dominant. The distances between academic buildings, hilly terrain, and placement of parking areas adjacent to classroom buildings leads many students to drive on-campus. This results in more traffic and greater demand for parking, which reduces safety, poses a financial burden for the University and takes up space that could be put to better use more central to the mission of the University.

To create a safe, more walkable environment in the heart of campus—where a higher concentration of academic programs is proposed—most vehicular traffic will be pushed to the outer loop and pedestrian crossings on major streets improved. The location and management of parking on-campus will also be important factors in providing an environment more conducive to walking and bicycling.

### Divert general vehicular circulation to the perimeter of campus

- Close portions of The Ave to general vehicular traffic (from Washington Hall to Brimmer Hall on the east and from the Kresge Center to Chappie James Arena on the west) and convert to pedestrian-bicycle use.
- Close southern portion of Tuskegee Airmen Circle to vehicular traffic and convert to pedestrian-bicycle use.
- Limit traffic on Booker T. Washington Blvd. (from north of the Kellogg Center to Harvey Hall) during weekdays to those with permits to park at Tantum Hall.

### Vehicular System



### Improve traffic calming on area streets

- Install roundabouts at major intersections to calm vehicular behavior and provide a safe crossing environment for bicyclists and pedestrians.
- Place pedestrian (speed) tables on major roads to slow vehicles and provide comfortable crossings for pedestrians, bicyclists and wheelchair users.
- Install full crosswalk at intersection of West Outer Drive and Campus Avenue and at Lincoln Gate.

### Improve access to campus

Construction of an interstate interchange at the Midway Road overpass should be pursued in coordination with Macon County, the Alabama Department of Transportation and the Veteran's Administration. The Midway Road route, approximately two miles from I-85 to the main gate, would provide a simpler, shorter campus connection.

Because the route traverses land mostly owned by Tuskegee University, the entry experience can be controlled more completely by the University to assure that visitors have a strong "first impression."



The existing 3500 parking spaces on the Tuskegee University campus are adequate for current demand and capable of serving projecting enrollment over the next several years. There are two metrics typically recommended for planning. Nonetheless, because of the layout of academic buildings and limitations in the pedestrian system, there is a perception among many students that there is inadequate parking. If the University is able to create a consolidated academic core, fewer students will drive from class to class, which will reduce parking demand and ultimately allow the University to add academic buildings—in the right locations—with little if any new parking.



Parking Facilities

Campus parking policies should be updated and much more aggressively enforced.

## Locate parking strategically

Most parking facilities should be located along and accessed from the perimeter of the campus. Payton Drive and Patterson Drive form an outer loop that is ideal for providing access to parking. Perimeter parking facilities may be relatively large and should serve multiple buildings. However, it is desirable for parking to be provided adjacent to housing facilities. Small parking areas adjacent to academic buildings are acceptable for use by faculty and staff in some but not all locations. In combination with efforts to create a more concentrated, walkable academic core, these strategies help to control parking demand and avoid devoting too much space and money to surface parking.

- Remove or reduce on-street parking along Booker T. Washington Blvd. near the Lincoln Gate (particularly on east side) and provide new on-street spaces on Campus Avenue to serve retail at Washington Hall and the George Washington Carver Museum.
- Monitor on-street parking in the heart of the campus to assure it is not being used by individuals for long periods of time throughout the day. It may be desirable to meter these parking spaces.
- Relocate parking from north side of Hospital Road serving the Veterinary Medicine complex to Drew Hall site. This is intended to alleviate safety concerns with students crossing Hospital Road.
- Develop a visitor center and parking at the Savings & Loan Building site across from the Lincoln Gate.
- Update parking policies—in concert with shifting core classes to more central buildings and improving the pedestrian system—to restrict freshmen parking to residential zones.

## Pedestrian and Bicycle Systems

In combination with efforts to concentrate academic activity along Campus Avenue, investments in walkways and multipurpose paths will create a more walkable and bikeable campus, which will reduce traffic and parking demand and increase student interaction, safety and enjoyment of the campus.

### Upgrade and expand campus walkway system

- Convert portions of Campus Avenue and Tuskegee Airmen Circle to concourses for pedestrians and bicyclists.
- Construct multipurpose (bike-ped) path through The Valley to connect from James Hall to Margaret Murray Washington Hall.
- Connect Commons West housing to the overall pedestrian system.
- Install walkway on south side of the Monument.

### Improve pedestrian crossings

- Install pedestrian (speed) tables on major roads. Replace striped crosswalks on Montgomery Road
- Install full crosswalk at Foster Drive (outer loop) and Campus Avenue.

### Improve ADA access to buildings and open spaces and along streets and walkways

- Create ADA compliance committee.
- Provide designated parking spaces with short, accessible routes to building entrances.
- Increase traffic enforcement to discourage parking in front of crosswalks and ADA ramps.
- Infill circular drives with pavers to match curb/sidewalk level.
- Design speed tables to match curb/sidewalk level to avoid need for ramps.



Proposed pedestrian concourse along The Ave  
(Old Administration Building at right)



## Bicycle System



## Integrate bicycle facilities into campus streets and walkway system

- Convert portions of Campus Avenue and Tuskegee Airmen Circle to accommodate shared use by bicycles and pedestrians.
- Install multipurpose paths in strategic locations to accommodate bicycle use: through The Valley, along the western outer loop road, from University Apartments to Campus Avenue, and across the West Campus Green.
- Widen select walkways to minimum 10-foot width for use by bicyclists and pedestrians. Repair or otherwise improve existing walkways that are 10 feet or wider as needed.
- Install bicycle racks/storage facilities at housing, academic building/complexes and other on-campus student destinations.



## Pedestrian System

Heavy green lines indicate proposed routes for new multipurpose paths of 8-10 feet in width. Lighter green lines indicate proposed sidewalks of 6-8 feet. Red lines indicate existing sidewalks, some of which need widening or resurfacing, to serve as multipurpose paths. Dashed yellow lines indicated portions of Campus Avenue recommended to be converted to a pedestrian concourse.

## Information Technology

To maintain Tuskegee's reputation for innovation and excellence, investments must be made in classroom technology and underlying information technology infrastructure.

### Upgrade campus technology

- Equip teaching and research facilities and study spaces with computer, video screens, whiteboards, and other desired technologies. Standard equipment should be installed throughout classroom buildings to assure ease of operation, maintenance and replacement.
- Improve campus-wide Wi-fi access and strength. For universities Wi-fi access has quickly changed from an amenity to a basic necessity. Universities are now faced with student populations in which nearly all students have not only one but multiple devices connecting to campus Wi-fi systems, i.e., smart phones, tablets, laptops, television and game systems. Wireless internet access has become an important tool for research, teaching and study as well as leisure and entertainment.
- Install an optical fiber cable grid to improve speed, reliability and capacity to accommodate typical use by faculty, staff and students as well as research programs that require higher speeds and bandwidth.
- Develop data storage facility to serve University and private enterprise.
- Improve campus security technology, e.g., a uniform building card access system and security camera system.

Respondents to the campus master plan survey noted that technology is a major force that should be considered as the University plans for the future. This includes how technology is changing the economy, communication and the job market as well as opportunities to use technology to enhance teaching, research and campus security.

## Infrastructure and Utilities

### Improve electrical utilities/infrastructure

- Develop a single, independent campus electrical distribution system.
- Migrate overhead power lines into underground system (12KV and 4KV). Existing overhead lines are subject to damage from wildlife and during storms. Power failures are too frequent as a result and can be costly in bringing the University's information technology grid back on-line.
- Reduce energy consumption and improve efficiency through building upgrades. While in some cases there may be increased up-front costs, these investments pay for themselves and present savings within a few years.

### Upgrade water and sewer lines

- Replace aging cast iron pipes with ductile iron.
- Improve water pressure.
- Evaluate advantages/costs of decentralizing boiler plant/steam system for heating water in buildings; convert to heated water system if centralized system is to be kept long-term.
- Develop a steam trap maintenance program, in the short term, and repair/replace traps to increase efficiency of steam system, assure steam condensate returns to boiler for reuse.

### Improve energy efficiency

- Install LED lighting fixtures and photocell controls for exterior lighting.
- Meet energy code requirements in all new building investments, including energy efficient lighting and lighting/receptacle controls with occupancy sensors.
- Pursue alternative energy generation, such as solar power (and possibly wind), taking advantage of University-owned land outside the core campus.



## Campus Security

### Install additional “Blue Light” towers

Campus security utilizes a traditional “blue light” police emergency phone system for those on campus to directly contact the University Police Department to report safety concerns and other emergencies. While most everyone on campus carries a mobile phone, University Police Departments and students alike view these blue light networks as important safety features that may deter criminal activity. The blue light towers are also used to support mass notifications for weather and security alerts. Twenty additional towers are recommended.

### Install additional exterior lighting

Exterior lighting is needed in various locations throughout campus to deter criminal activity and undesired behavior. Exterior lighting also helps provide an overall perception of safety during the evening. Several areas have been identified as needing additional exterior lighting, including behind Tompkins Hall, around Chappie James Center, and behind Logan Hall.

### Develop uniform card access system

Many but not all campus buildings use a card system to control access to campus facilities in an effort to reduce theft and other crimes. The card access system should be made uniform and expanded to all buildings. Classrooms, offices and some common areas should be locked when not in use to deter property theft.

### Upgrade video surveillance system

University police use a surveillance camera system to monitor activity on campus. However, the system is not integrated and is in need of improvement.



## Town Gown Relationships

There is an inextricable link between Tuskegee University and its host community. Throughout the planning process, stakeholders have noted concerns about the welfare of the community and how those conditions affect life on campus. Few faculty, staff or students live in Tuskegee. Shopping, dining and entertainment opportunities in the city are limited. Individually and in partnership, the University and the City of Tuskegee should pursue efforts in which their concerns are shared and that may provide mutual benefits.

### Develop “maker” program open to students, faculty, staff and community

Central to the ethos of Tuskegee University are the ideas of learning by doing, innovation and serving the greater good. A “maker” program or innovation space is a concept much like a business incubator, in which participants use shared space and accommodations to pursue entrepreneurial interests. Maker programs differ from business incubators in that they focus on collaboration and the development of ideas, processes and products that may then become businesses. Maker programs are arising in cities and on university campuses through grassroots and official

channels. Such a program would be an exciting way for individuals from the community and the University to interface with the intent of cultivating creativity, innovation and entrepreneurialism.

### Host events oriented toward or open to Tuskegee community

As a major institution the University has the unique ability to host large events that may be of interest to or benefit to the larger community. Such efforts will help to bring about a stronger, closer relationship between those who live and work on campus and those who live and work in the surrounding community.

### Expand community garden program into urban farm

Taking advantage of the University’s significant land holdings, expansion of the CAENS community garden program into an urban farm could provide the University and the surrounding community with fresh, locally produced food. This enterprise would strongly reflect the University’s traditions of learning by doing and serving others and could be funded in large part through research grants.





## Wayfinding

Wayfinding systems help visitors navigate easily to their destinations while causing the least disruption to the academic function of the campus. Vehicular wayfinding includes freestanding signage placed at strategic points along the primary routes visitors will use to reach the campus.

The University should develop a wayfinding and signage master plan to govern the design and installation of on- and off-campus directional signage and all exterior signage on campus.

### Improve external wayfinding

- Identify on-campus destinations to be included on directional signs (on- and off-campus) and the decision points where signs must be placed.
- Establish design, nomenclature and graphic standards for wayfinding signage.
- Coordinate with city, county and state agencies for wayfinding improvements on I-85 and external streets.

### Develop internal wayfinding system

- Plan and install wayfinding signage directing those unfamiliar with the campus to visitor parking areas and to key university and tourist destinations. Destinations would include The Oaks, Kellogg Conference Center and Parking, Chappie James Arena, The Chapel, George Washington Carver Museum, Abbott Stadium, the campus cemetery and similar locations where the public may visit for tourism purposes, conferences or special events.
- Develop standards for uniform building identification signs, mounted and/or freestanding and install.

### Establish a visitor center with dedicated visitor parking

The Savings & Loan Building property across from the Lincoln Gate is recommended as the site for a future visitor center and parking facility because of its adjacency to the main entrance. Visitors would arrive at the highly visible location before entering the campus proper and obtain directions or other information and then walk to campus or acquire a parking pass.

The site is large enough to accommodate parking for buses as well. Redevelopment of the existing building would provide the greatest flexibility to design and build a suitable facility consistent with the character of the historic campus and the image the University intends to convey to its visitors.



Booker T. Washington's residence, The Oaks, is one of several destinations on the University campus to be included on external and internal directional signage.

**“Success waits patiently for anyone who has  
the determination and strength to seize it.”**

**—Booker T. Washington**





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## UNIVERSITY

### Campus Master Plan 2017

#### Executive Summary