
1 Executive Summary

TVC Master Plan

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UAF's Tanana Valley Campus currently offers more than 40 certificate and degree programs and full-service student assistance and advising through a network of ten discrete facilities in the greater Fairbanks area and Delta Junction. The purpose of this report is to examine the current and future facility needs of the Campus in light of current program growth trends. The study was accomplished in four steps: inventory of existing facilities, determination of space needs, development of a Learning Plan and exploration of campus organizational ideas. To assist in this critical planning study UAF/TVC engaged consultants Michael Carlson of McCool Carlson Green Architects located in Anchorage, Alaska, and Dr. George Copa of New Designs for Learning located in Salem, Oregon.

Existing Facilities

The ten facilities TVC currently occupies vary widely in quality and usability. Most of the facilities are owned by UAF but some are leased from the private sector.

- Tanana Valley Campus Center
- UAF Downtown Center
- Hutchison Institute of Technology
- University Park Building
- TVC Automotive Technology Training Center
- TVC Bunnell House Early Childhood Lab School
- Fort Wainwright Education Center Office
- Eielson AFB Education Center Office
- TVC Cosmetology Program
- Delta Career Advancement Center/Partners for Progress in Delta, Inc.

Floor plans for these buildings are included in Appendix B.

Space Needs

Through interviews with department representatives information was gathered that:

- Identified their current space usage
- Discussed their current space needs that are not being met
- Discussed their vision for future program additions and expansion

Following interviews, the information was tabulated and reviewed with UAF Facilities and TVC Administration staff to validate and verify. The results of the analysis identified a substantial need for additional program space, some of which can be met by completing the renovation of the UAF Tanana Valley Campus Center at 604 Barnette. The balance of space will need to be met through acquisition or leasing of existing buildings or construction of new space. Programs with the largest unmet space needs include Process Technology, Diesel/Heavy Equipment, Automotive, Allied Health, Emergency Services, Early Childhood and General Academics.

Existing and projected space needs are itemized in Appendix A.

Learning Plan

The learning plan serves as the basis for the Master Facilities Plan for the Campus. The planning process involved major stakeholders in the UAF Tanana Valley Campus including students, faculty and staff, and community representatives.

The Planning Team used a process called “designing down” and “checking up,” through a series of interactive workshops with the planning committee. The design process was used to build a framework of desired learning features to direct the master facilities plan for the Campus. The process provided a structure to allow the Planning Team to move through a series of design elements, each element building on the decisions of the previous element.

The planning process encouraged open discussion and consensus building among members. It promoted the development of a coherent set of specifications for all elements of the Learning Plan. The process culminated in a series of key program and facility recommendations:

Be Adaptable, Flexible, Nimble

- Anticipate & meet workforce demand
- Responsive to student needs
- Leverage technology & community partnerships

Engage Small Learning Communities in a Large Learning Network

- Sense of belonging and coherence
- Full service educational experience
- Accessibility (virtual, physical & financial)

Create a Common Identity

- Recognizable
- Meaningful
- Unique

Build a Sustainable System

- Financial
- Educational
- Environment & Energy

Organizational Strategies

A unique challenge for this master planning process was to discover a facility organization scheme that takes advantage of the existing diverse learning settings while providing a coherent, full service educational experience for students. Current facilities were plotted on aerial photos and several prototype organizational schemes were evaluated using the criteria established in the Learning Plan.

This process validated TVC’s current organizational scheme while suggesting modifications to better serve students, workforce demands and community needs.

- Maintain central focus of programs and services at the current UAF Tanana Valley Campus Center at 604 Barnette Street
- Whenever possible, consolidate current satellite programs into program clusters that provide a critical mass of programs and student population to create an academic campus

- Provide academic support and student services (virtual and physical) at all program clusters
- Group programs in related fields to create synergies
- Maintain flexibility to initiate programs at satellite locations as needs and opportunities arise
- Communicate common branding at all TVC locations and continue development of an integrated IT “virtual campus” to enable access to services throughout the TVC service area

Facility Recommendations

A series of recommendations evolved based on the planning committee’s work on the learning and organizational plan and are grounded in the analysis of TVC’s existing facilities and future needs. TVC is fully committed to following university-wide guidelines as established in the 2017 Campus Master Plan process for a sustainable campus. This set of initiatives will be accomplished over a period of years and will need to respond to changing community needs. An important feature of this plan, and TVC, is that it remains flexible and opportunistic while maintaining a clear focus on meeting student needs. Six major initiatives are:

1. Complete the renovation of Tanana Valley Campus Center (TVCC), 604 Barnette Street. Relocate to TVCC those programs currently at the Downtown Center/2nd Avenue.

In order to focus TVC’s presence and reduce barriers for student success TVC’s downtown operations should be consolidated in and around the Tanana Valley Campus Center at 604 Barnette. Space currently used in the Downtown Center/2nd Avenue should be returned to UAF. In exchange for releasing the Downtown Center space TVC should request full use of the University Park Site (see #3 UPark initiative below).

Consolidation at 604 Barnette supports the recently completed ‘Vision Fairbanks Downtown Plan’ by maintaining a visible presence in downtown Fairbanks and should spur development of the area that the plan refers to as the Barnette District. TVC’s presence is enhanced by the existence of a university-owned parking garage located just across Barnette Street. Moreover, TVCC is adjacent to the State of Alaska’s downtown office building, which includes the Fairbanks Job Center—a partner in meeting workforce needs in the community and region.

Tanana Valley Campus Center will continue to be the hub of TVC’s operation--housing administration, Developmental Education, the TVC Learning Center, and the TVC Student Assistance and Advising Center. A top priority continues to be to complete renovation of the 4th floor Allied Health Regional Training Center—focus of a \$5M UAF capital funding request. In addition TVCC would house one or more program groupings that have strong ties to downtown, including Applied Business, Health and possibly Early Childhood Education. Full renovation of the 3rd and 4th floors of 604 Barnette is required, along with remaining projects on other floors enhancing heating, cooling, ventilation and other needs. Current estimates done by UAF Facilities put that cost at \$19.5 million.

2. Develop a new TVC Workforce Training Facility to address critical space shortages in Industrial Arts and Technology programs.

TVC's Industrial Arts & Technology programs are facing a critical shortage of space for classrooms, shops, computer and instrumentation labs, and storage. Currently, facilities are THE limiting factor in the following programs: Process Technology, Instrumentation, Welding, Diesel/Heavy Equipment, Safety/Health/Environmental Awareness, and Automotive Technology.

In the case of Process Technology—a high-growth, high-demand workforce program—faculty are utilizing space in three widely separated buildings: Hutchison Institute of Technology, TVC Automotive Technology Center, and the Downtown Center/2nd Avenue. Programs housed in a new TVC Workforce Training Center could include Process Technology, Diesel & Heavy Equipment, Welding, Health/Safety/Environmental Awareness, and Automotive Technology. A single new facility would need to be approximately 62,000 square feet of academic, administrative, shop, and storage space. The estimated cost of the Workforce Training Center is \$36 million (2009 dollars), exclusive of land acquisition.

An optimum setting for the UAF/TVC Workforce Training Facility would be co-location with the new Pipeline Training Center currently under development in Fairbanks. This facility is being constructed to serve the growing needs of the oil and gas industry and prepare workers for construction of the natural gas pipeline. There would be a tremendous benefit to locating TVC's Workforce Training Center in close proximity to the new Pipeline Training Center. TVC's programs would supplement and support apprenticeship training for pipeline construction—including pre-training and related instruction such as math, English, and human relations. TVC would provide broad, in-depth educational programs while exposing TVC students to apprenticeship training programs and potential future employers. The Pipeline Training Center is just now under development and TVC management is in active discussions with its planning group. If co-location with the Pipeline Training Center is not feasible, other possible locations for the Workforce Training Center are in the vicinity of Hutchison Institute of Technology and the University Park Building or other nearby UAF property of sufficient size.

Related to this is the need for a longterm facility serving TVC's Automotive Technology Program. TVC currently leases an 8,000 sq. foot facility on Industrial Avenue. The longterm sustainability of this high-demand program will be greatly enhanced by securing an appropriate facility in university ownership that meets current and future needs.

3. Build a new TVC facility on UAF's University Park site, creating an integrated TVC campus with Hutchison Institute of Technology that enhances secondary-postsecondary partnerships and expands community access

Located just north of the Hutchinson Institute of Technology, the University Park property and building is an ideal location for TVC to expand its program cluster. Its adjacency to Hutch and West Valley High School create opportunities for interaction with high school students, providing them with expanded program opportunities and career awareness. Located near the main UAF campus, this is a logical location for programs that utilize UAF facilities and interact with UAF programs from the main campus. One such example is TVC's Fire Science program which, because of its

UPark location, can more effectively meet needs of students affiliated with the University Fire Department. The site is already served by university utilities and is located on a major arterial allowing ease of access and space for ample parking.

To effectively create this Program Cluster TVC will need the use of significant portion of the UPark site. The plan for the UPark site will also address the needs of other UAF units requiring community access. Possible programs that could be located at a new UPark facility include those already present: Emergency Services, Fire Science, Paramedic Academy, and Law Enforcement which would require approximately 18,000 sf. Other programs that might also be located in a new facility there include: Industrial Arts, Early Childhood Education & Child Development/Family Studies, Drafting Technology and Construction Management. TVC's space at the Hutchinson Center should be retained and enhanced as an integral part of this Program Cluster. Any space that becomes available at Hutch due to relocation of current TVC programs should be repurposed to support other TVC programs.

Depending on program needs and the condition of the existing structure this program cluster could be created by renovation of existing space or demolition of the existing structure and construction of new program space. The existing structure has 41,720 gross square feet of area. Construction costs will depend on the requirements of the actual programs selected for this site and the usability and condition of the existing building. Attention could be given to combining the Hutchison and UPark site facilities into one integrated campus that optimizes use of common facilities, enhances the learning and student life environment, and presents a quality image of UAF and TVC.

4. Purchase properties adjacent to or nearby existing TVC facilities consistent with the "hub and cluster" model as opportunities arise, with special emphasis on those adjacent to Tanana Valley Campus Center

TVC's facilities needs will inevitably change over time in response to dynamic community education and training priorities. This nimble approach should be extended to investments in adjacent properties, especially those near Tanana Valley Campus Center and the nearby parking garage.

TVC should invest in contiguous and/or adjacent properties along Barnette and nearby streets as they become available in order to accommodate future program growth. There are a number of older, underutilized properties surrounding 604 Barnette that should be considered for acquisition.

5. Move expanded TVC Aviation Programs to Fairbanks International Airport

Current aviation maintenance and professional piloting programs are housed at the Hutchinson Institute of Technology. This space is suitable for current programs but cannot meet future needs without access to the airport and operational aircraft; without this move implementing a robust professional piloting program is impossible. Relocating aviation programs to a site with access to the airport runways would allow for a more comprehensive TVC program to meet community and state aviation needs. No existing structure for such a move appears to exist so new construction and/or lease of a newly-designed facility will be required.

Potential partnerships with current airport management and businesses should be explored.

6. Expand the UAF/TVC Early Childhood Lab School and campus-wide childcare services. Consider co-locating these with Early Childhood Education and related academic programs.

TVC's Bunnell House Early Childhood Lab School meets an important need in providing university ECE students with practicum opportunities. It also provides convenient quality childcare for the main campus. But the current lab school facility is quite old and limited in size; it is not convenient for students using TVC's downtown facilities. Even as TVC maintains a lab school for academic purposes, it should engage with others in the community to identify options for expanding the lab school and quality childcare services to meet the diverse needs of the university community. Such an expansion should consider co-location of lab school with ECE and related academic programs the maximize opportunities for direct collaboration.