

Background

Prior Master Planning

Prior to 1993, Tacoma Community College relied on a campus master plan developed in the mid 1960's when the campus was initially planned and constructed. Only one major project, the construction of the Computer Center in 1989, and a few small building additions were funded and built during the next 25 year period. Because the projects were generally consistent with the original master plan, no review or update of the original campus master plan was undertaken.

In 1993, in response to rapidly changing program requirements, increasing severity of facility deficiencies, and advancing deterioration of overall building conditions, the College recognized the need to review and update the Campus Master Plan. An architectural and planning consultant, Tsang and Associates, led a college-wide collaborative effort in late 1993 to update the Campus Master Plan. This revision of the original Campus Master Plan was completed in 1994. Insufficient capital funding hindered implementation of this 1994 master plan, and, with the exception of improved accessibility for disabled individuals, little progress was made for several more years.

In 1998, TCC completed a college and community-wide collaborative process of updating the college's strategic plan by examining critical priorities and challenges facing the college. In this process, referred to as "Future Focus," faculty, staff, and community representatives identified college facilities as one of the top five most critical issues impacting the quality of education at TCC. The 1998 Future Focus Strategic Plan was reviewed and updated in 2001. Future Focus 2001 again identified facilities as one of the highest priorities for the college.

Concurrent with the Future Focus initiative, TCC also began a college-wide collaborative process in 1998 referred to as "Capital Visions." Working with the architectural and planning consultants who had assisted with the 1994 update to the Campus Master Plan, the Tsang Partnership, the college developed a conceptual plan for future development of the campus.

In 1999, the College also completed a needs assessment process to identify future educational program needs and to identify the physical space necessary to support those programs. The facilities needs identified in the Future Focus strategic plan, coupled with data from the most current Facilities Condition Survey conducted by independent consultants, along with that from building condition reviews conducted by the college and the State Board for Community and Technical Colleges (SBCCTC) staff, were incorporated into a 2003 update of the Campus Facilities Master Plan in accordance with the conceptual development plan adopted in the Capital Visions process.

Because the majority of existing College buildings are reaching the end of their usefulness at essentially the same time, replacement of existing facilities was a critical consideration in the campus development strategy.

In 2004 the college decided it was time to develop a new strategic plan for the college. Because the Facilities Master plan is so closely tied to the strategic plan, and because the existing Facilities Master Plan had only been updated over the past several years, it was decided to develop a new Facilities Master Plan.

Master Plan Goals and Strategies

Tacoma Community College Facilities Master Plan

In 2005 the college hired McGranahan Architects to assist the college in developing a new Facilities Master plan that complements, supports, and dovetails with the new college strategic plan and emerging community and student needs.

Primary funding for capital needs over the next several biennia will depend on legislative approval of the SBCTC capital budget request in each biennium. Additionally, the college is aggressively pursuing other capital funding sources including alternative financing, identifying potential development partners, and undertaking a capital fund raising campaign.

Commitment to Innovation

In the Spring of 2005, TCC completed a new Strategic Plan entitled “Commitment to Innovation: 2005-2010”. The Strategic Initiatives that were formed from that process are developed around 6 themes: Learning, Student Support, Diversity, Community, Excellence & Innovation, and Learning & Working Environment.

The Facilities Master Plan Committee worked with these Strategic Initiatives and identified a variety of Master Plan Goals and Strategies to implement in future building and campus development. These are included in their entirety to give a full understanding of the breadth and depth of exploration that occurred. The Goals and Strategies are also included in Development Recommendations where they are color coded to identify ways they support the priority projects resulting from the Facilities Master Plan process.

TCC Master Plan Goals and Strategies

Master planning should build upon TCC's Strategic Initiatives with Facilities Related Goals & Strategies

- They must be applicable to the physical development of the campus
- The goals will be tested through measurability/achievability...Scenario planning and application
- They should define the unique aspects and elements of TCC and its vision

The narrative that follows the title of each of the Strategic Initiatives is taken from “Commitment to Innovation”.

LEARNING

At TCC, we are all lifelong learners. We progress and acquire skills, knowledge and understanding in an invigorating and technologically advanced learning environment. Together we engage in inquiry, construct meaning and develop connections that improve individual lives and promote social progress.

As a learning college we use creative, student-centered instructional and alternative delivery methodologies, and we respond to emerging and evolving student and community needs. TCC learners are equipped to be ethical decision makers who contribute culturally, economically and socially to the public good.

Goals:

1. Provide student-centered instructional and alternative delivery methodologies.
2. Develop connections that improve individual lives and promote social progress.
3. Deliver support services that enhance student success, including realistic and complete assessment of learning needs and strengths.

Strategies:

- 1.1 Implement a process to determine the optimum type and proportion of teaching/learning spaces.
- 1.2 Promote a learning environment that provides a simulation of real-world settings and brings together disparate programs and disciplines for a synergistic learning environment.
- 1.3 Provide for asynchronous learning outside the classroom (wireless network, distance ed., formal & informal study settings, student/faculty learning support services and interaction)
- 1.4 Provide support for K-12 partnerships, Running Start, Fresh Start and University partnerships to provide options for students

- 2.1 Create master planning zones that support academic/program groupings and interrelationships among similar programs.
- 2.2 Include spaces that support collaborative inquiry & project-based learning with shared study areas and informal social spaces near lecture rooms and faculty offices.
- 2.3 Complete program relationship matrix to determine frequency and effectiveness of intra-program connections and need for proximity and shared space.
- 2.4 Consolidate college administrative offices. Staff are currently spread around campus.

- 3.1 Provide intensive advising and interdepartmental collaboration to sustain students' clearly defined educational and professional pathways, and support transition to and through TCC.
- 3.2 Create a learning support service center in building 7.

STUDENT SUPPORT

TCC understands the range of students' needs and goals and provides dynamic support systems to foster resilience and persistence. We develop students' ability to navigate within the learning environment while helping students discover and achieve their potential.

TCC delivers support services that enhance student success, including realistic and complete assessment of learning needs and strengths. Quality advising and interdepartmental collaboration sustain students' clearly defined educational and professional pathways, and support transition to and through TCC. Together with our community partners we create the opportunity for learner transformation.

Goals:

4. Provide dynamic support systems to foster resilience and persistence.
5. Address and support the 5 phases of a student's interface with the College: pre-admission, enrollment, matriculation, retention/learning services, transition

Strategies:

- 4.1 Make inquiry and learning tools more accessible in more locations around the campus.
- 5.1 Consolidate Student Services into a "One Stop Center" to provide better service and eliminate frustration and confusion.
- 5.2 Deliver some Student Services around the campus in ways that are transparent to students.
- 5.3 Foster availability of faculty to students (by locating faculty offices near programs or educational resources)
- 5.4 Integrate some Student Services around the campus in strategic locations (Library, Common Study Areas, Student Center, Daycare, etc.)
- 5.5 Develop students' ability to navigate within the learning environment while helping students discover and achieve their potential.

DIVERSITY

TCC values and promotes diversity. Using persistent and intentional recruitment strategies, TCC achieves a staff, faculty and student population that reflects the variety of cultures, learning styles, and life experiences of our larger community. TCC engages in college-wide efforts, including conversations, mentoring, training opportunities and internal promotion to support a broad and meaningful diversity. Our innovative curriculum and community involvement engenders an open academic and professional pathway to expanded opportunities.

Our passion for diversity positions TCC as a conduit between neighborhood schools and global universities and businesses. TCC's commitment to diversity makes the college a model for an excellent and rigorous open-door education which creates social justice and equality.

Goals:

6. Provide a physical environment that encourages exchange of experience, knowledge and ideas.
7. Promote social justice and equality

Strategies:

- 6.1 Design and support programs and spaces that encourage interaction. (Academic, creative, social & recreational.)
- 6.2 Develop facilities that are inviting, culturally inclusive and reflect the cultures on campus.
- 6.3 Consider buildings themselves as teaching tools that reflect multi-cultural contributions to design.
- 7.1 Use adjacencies of programs to bring together diverse groups (e.g. recent heart health class or placing geriatric fitness next to Child Care as way to find common ground)
- 7.2 Provide spaces and functions that invite the community to the campus
- 7.3 Consider the integration of competitive sports in an academic community

COMMUNITY

TCC is a diverse, collaborative organization engaged in synergistic relationships with the broader community it serves. We cultivate student-focused strategic partnerships with K-12 districts, four-year institutions, and employers. The college seeks the community’s wisdom through active advisory committees, mentorship, service learning and real-world experiences for students, staff and faculty.

We present a welcoming face to our community through our accessible and attractive campus and reach out to our diverse communities through campus events and activities.

Goals:

8. Provide a well maintained communication infrastructure involving staff, students and the community to confirm that facilities are supporting the College mission. Ensure that communication mechanisms are in place to enable the College to respond to the desires of the community.
9. Serve the evolving needs of the community and assist our constituencies in identifying needs and responding to them.
10. Optimize the development of exterior space to create a unique campus that is highly visible, attractive and engaging.
11. Support community use of College facilities (considerations: wayfinding, parking infrastructure, security)

Strategies:

- 8.1 The College will seek the community’s input through the Board of Trustees, the Foundation, the Multicultural Advisory Council, community stakeholder groups and partnerships with industry and practitioners to assess facility needs and trends.
- 8.2 Utilize Satellite campuses to strengthen service to the community.

- 9.1 Engage partners of the College in identifying community needs and community use of College facilities. (examples would be: convention type space, performing arts space)
- 9.2 Plan for the development of the Gig Harbor Campus.

- 10.1 Capitalize on the campus’ natural features and neighborhood location.
- 10.2 Identify locations for social interaction and others for introspection
- 10.3 Plan for strategic placement of public art on campus

- 11.1 Establish a hierarchy of recognizable gateways to campus, visible signage and “curb appeal” along 12th, 19th, Mildred and Pearl Streets.
- 11.2 Create campus edges that indicate a collegial setting.

EXCELLENCE AND INNOVATION

TCC holds the highest expectations for the institution, faculty, staff and students. We have high learning and performance standards and embolden students and staff to achieve them through effective professional and leadership development. TCC recognizes, celebrates, and rewards achievement in a climate that supports authenticity and reinforces trust and optimism.

We are creative, innovative, and inclusive in setting and achieving our goals and identifying new resources. The College nurtures cooperative interdepartmental work and encourages original ideas and contributions arising from individual passion and teamwork.

Goals:

12. Campus and facility development should reflect high learning and performance standards.
13. The College will provide professional development resources to maintain high standards and adoption of new learning technologies.

Strategies:

- 12.1 TCC will endeavor to provide the most current and emerging technologies in order to remove barriers from the educational environment and prepare students for the workplace settings. Establish protocols for technology provisions during Predesign by program or building type.
- 12.2 The College will conduct regular reviews to ensure that technology is current and flexible to accommodate anticipated future needs. Coordinate these reviews with facilities planning and funding requests.
- 13.1 Improve the Teaching/Learning Center.

LEARNING & WORKING ENVIRONMENT

All of TCC’s sites are student-friendly facilities that are functional, safe and attractive learning and working environments. The college’s pleasant appearance reflects the college’s core values and the excellent quality of instruction. The College has the human, fiscal and technological resources to be a learning environment where people meet, create, collaborate, and socialize.

Our organizational and technological infrastructure utilizes efficient operational processes that effectively support an excellent learning, teaching and working environment

Goals:

14. Provide technologically advanced and diverse learning environment types to support multiple teaching - learning modalities and provide maximum accessibility.
15. Develop circulation and parking systems that are accessible, functional and acknowledge alternative modes of transportation.
16. Develop a comprehensive physical campus infrastructure that supports current needs and systems while anticipating emerging technologies and future growth.
17. For the purpose of wayfinding and orientation, give distinct identity (within guidelines) to buildings and campus zones that relate to the programs or activities they represent. Include consideration of the quality and clarity of the experience of approaching the College from off-campus.
18. All TCC capital projects will strive to meet LEED (Leadership in Energy and Environmental Design) standards and the physical development of the campus will utilize the most effective means to be good stewards of the environment, natural resources and the financial resources available.

Strategies:

- 14.1 TCC will endeavor to provide the most current technologies in order to remove barriers from the educational environment and prepare students for the workplace settings.
- 14.2 Consider future use and development of the reserve property as a potential nature reserve for research and preservation.
- 14.3 Buildings should be seen as living, working structures with intrinsic art, not just applied.

- 15.1 Improve campus circulation by creating clear campus circulation pathways that include path hierarchy, guidelines for pathway connections to facility entries and logical environmental graphics program.
- 15.2 Develop a motor pool that integrates in a more discreet way with the campus settings
- 15.3 Develop discreet traffic pattern for service vehicles and operations (garbage, deliveries, vendors & recycling)

- 16.1 On-site utilities will be located and sized strategically to minimize effects on campus operations while optimizing provisions for future planned development.