



ALVIN COMMUNITY COLLEGE
FACILITIES MASTER PLAN

FEBRUARY 2016



ACKNOWLEDGEMENTS

CAMPUS MASTER PLAN

PARTICIPANTS

Significant contributions to this report have been made by members of the College's administration, faculty, and staff. The brief list on this page mentions some of the contributors who have played an exceptional role in this process to date. In addition, input was received from 307 students who replied to an online Student Life survey.

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 K&A – Roofing
 4B Technology – Technology
 Facility Programming and Consulting - Utilization and Demographics

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ACC's original Alvin Campus in 1965

FROM THE PRESIDENT

FACILITIES MASTER PLAN

Dear Colleagues,

I am delighted to share with you the Alvin Community College (ACC) Facilities Master Plan. It represents the culmination of months of effort on the part of ACC employees and a variety of stakeholder groups. The process was led by Stantec, Inc., the architectural firm who was contracted by the Board of Regents to facilitate the process. The Facilities Master Plan provides a 10-year vision for the future of ACC; it is a living document from which we can continue to plan and make effective decisions regarding how best to meet the needs of our students and community now and in the future. It aligns with the college's 2016-2021 Strategic Plan which was recently approved by the ACC Board of Regents. Facility upgrades and additions were some of the key elements in Strategic Plan so together, both documents will provide a comprehensive roadmap to guide the college to 2026 and beyond.

All aspects of the campus were assessed including building condition, safety and security, technology, building utilization, demographics, signage, traffic circulations and more. The Facilities Master Plan addresses physical needs of our current campus, taking into consideration the needs of our changing student population and provides solutions to address the rapid growth on the west side of our college district. The resulting document is a reflection of our optimism for the future of ACC.

I would like to say a special thanks to all who were involved in the process of creating the Facilities Master Plan for their input, thoughtful consideration, diligence and commitment to the college. As with any successful organization there must be a focus on the future—the vision for the organization and the plan to enable that vision to become a reality. Implementation of the plan will require support from our community and with that support, I am confident that we can achieve even greater heights as we continue to fulfill the expectations of the college and the community.

Sincerely,

Dr. Christal M. Albrecht

President, Alvin Community College



S I G N - O F F

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TITLE

SIGNATURE

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S U M M A R Y

EXECUTIVE SUMMARY

CHALLENGE

Alvin Community College (ACC), established in 1948, is at a unique juncture in its trajectory. The college is challenged to address variables specific to its campus and surrounding community, in addition to the common variables that community colleges across the nation are exploring.

First, the majority of buildings on campus were built forty to fifty years ago. Despite regular maintenance, many of the building systems are at the end of their expected life span. Building codes and regulations have changed since the buildings were built, and many of the uses today were not the original intended use of the facility. Significant investments are required on the main campus to optimize building performance in order to serve students, faculty, and community to the highest level.

Second, community colleges across the nation are working quickly to position themselves in a unique market where learners have more options than they have had in the past, including blended and virtual learning opportunities. Convenience and quick access are no longer enough to differentiate a school in the community college market.

Lastly, the taxing district the college serves is experiencing tremendous growth on its western edge, along the Highway 288 corridor. ACC now serves multiple, diverse communities with broad interests in program offerings. Despite this legacy of service, many residents on the western side of the ACC district are unaware that the college exists, or have never been to the main campus.

RESPONSE

To address these multiple variables, ACC - under the leadership of new president Dr. Christal M. Albrecht - began a comprehensive approach to planning for the future. They began by developing a Strategic Plan with strategic planning consultants from the Collaborative Brain Trust, to guide the institution from an organizational perspective. This work was done in parallel with development of a Facilities Master Plan with Stantec to address the built environment and campus character. These two strategic guides will help ACC build on the existing strengths of their educational programs and communicate that message broadly, to position the school for future growth.

Through the Strategic Planning process ACC identified six goals to direct College decisions over the next five years to meet the core mission of "improve[ing] the lives of its constituents". Five of these goals can be supported through strategic improvement of the built environment.

Goal 1: Alvin Community College will develop itself as an evidence-based, data-driven organization to improve organizational efficiency and increase student achievement, completion, and success.

To support becoming a data-driven organization, Stantec created a classroom space inventory and analyzed the existing course schedule and enrollment to identify where greater efficiency could be realized. The study identified that classroom sizes were not standardized and therefore did not align well with course sizes

being offered, leading to inefficiency in scheduling. The lack of flexible furniture and technology in classrooms confined the types of instruction that could occur in a specific space, further limiting efficient use of instructional sections. Stantec's proposed classroom optimization package, combined with recently purchased scheduling software, will streamline the master schedule process and maximize utilization of ACC's resources.

Goal 2: Alvin Community College will plan and develop a campus in the vicinity of the west side of the college taxing district, and address facilities' needs and technology upgrades for the existing campus.

Stantec completed an analysis of the projected demographic growth on the west side of the taxing district and identified potential strategic locations for a new campus. Community input from both the East and West side of the taxing district was gathered to build support for the new campus.

Goal 3: Alvin Community College will develop branding that will be an effective representation of the institution and its mission, and will be used to market the college.

At the initial Community Advisory Committee (CAC) input meeting, stakeholders identified a need to improve the "curb appeal" of the college, to build positive impressions from the broader community that may not have ever visited the campus. By addressing site concerns, landscaping, wayfinding, and improving Main Entry identification, the ACC built environment will communicate the quality community within.

S U M M A R Y

EXECUTIVE SUMMARY

In addition, a quality student experience provides a strong marketing tool for student-focused branding. Through on-line surveys and on-site observation, Stantec identified strategic ways to build on student-identified campus strengths and address student concerns. Students are primarily interested in having access to a variety of spaces that offer quiet, focused places to work and open collaborative spaces for socializing or group work. Students' high appreciation of the natural environment at ACC directed future development of a landscaped, academic quadrangle that offers a pedestrian-friendly environment and creates strong connections across academic programs.

Goal 4: Alvin Community College will develop programs and partnerships to meet employment needs of the community.

Three projects were identified specifically to support partnerships with employers in the region. The first involves an expansion of the current Nolan Ryan Center, to serve as a conference center for companies, create opportunities for students to engage in industry expert presentations, and to offer event space for the broader community. A new Tech Building is proposed at the main campus, to build on successful technical programs and offer new programs that specifically fill gaps in the employment market. Lastly, offering a strong general academic program, additional health care programs, and new computer systems courses on the west side of the taxing district answers direct need of community employers.

PRIORITIZATION

Through multiple community meetings and meetings with the Executive Leadership Team (ELT), proposed projects were prioritized into three categories. The first, High Priority/Near-Term Phase is targeted to be implemented in the next 1-3 years. Stakeholders identified these projects as crucial for the continued growth of the institution as a high-quality option for all learners with the district. The remaining projects were organized in to Medium Priority/Mid-term Phase and Low-Priority/Long-term, based on community input, projected growth, and potential future needs. A Master Plan is designed to guide future growth in a cohesive direction to fulfill the institution Strategic Mission; future developments may direct certain projects to shift from one phase to best serve stakeholders.

In summary, the following costs are estimated for each phase as Total Project Costs (TPC):

- High Priority/Near-term: \$123,400,000
- Medium Priority/Mid-term: \$115,850,000
- Low Priority/Long-term: \$240,500,500

INITIATIVES

Based on the Guiding Principles and Planning Goals, the planning team created several specific initiatives to inform project recommendations at the existing and new ACC campuses:

- Preserve and enhance the central courtyard and valued outdoor spaces at ACC
- Create a student-centered campus environment, from outdoor spaces to common areas to classrooms
- Create a furniture and equipment plan for classrooms that ensures flexibility for changes in instructional style in the future
- Update existing buildings to best serve their intended uses
- Renovate and/or create facilities that will accommodate the growth of popular ACC programs
- Include facilities or elements of projects that will recognize the strong sense of community at ACC, and enhance ties to the larger community around the college

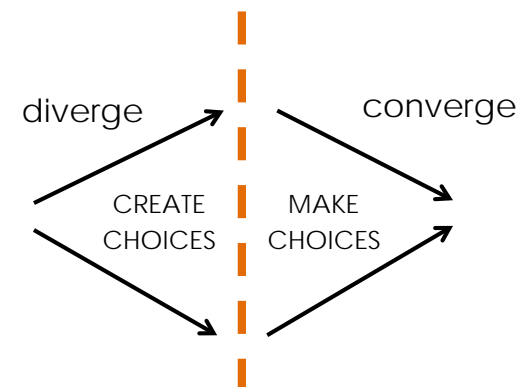
CHAPTER 1

FRAMEWORK

FRAMEWORK

PLANNING PROCESS

THE STANTEC PLANNING PROCESS



INTRODUCTION

Stantec was engaged by Alvin Community College in June of 2015 to prepare a master plan for its existing campus - located in the community of Alvin, TX - and a proposed new campus, located on the west side of their district. Since ACC's strategic planning initiative was being created alongside the Master Plan, the Stantec team was given strategic direction from the college and their strategic planning consultant, the Collaborative Brain Trust. Information from the development of the strategic plan was utilized to guide physical space and planning recommendations through 2026 (a ten-year plan).

THE STANTEC PLANNING PROCESS

The Stantec Planning Process ensures that a wide variety of stakeholder perspectives are heard through a three-step framework that was intentionally customized for ACC. The Stantec Planning Process is an iterative process that repeats at each phase of the project.

To fulfill the first step of **Listening + Learning** appropriate stakeholder groups were identified to direct the process. The ELT formed the core group. Additional input was gathered from the CAC and the faculty of ACC, who participated in and provided direction to the planning process.

After initial Project Goals and Strategies were determined we began **Leveraging Expertise** by evaluating the specific needs of ACC, as compared to the existing facilities and room types. Utilization for each room was examined to look for opportunity areas.

To appropriately plan for the needs of ACC's existing campus and the future West Side campus over the life of the facilities, Stantec and the ACC leadership worked to determine the needs of current programs, and to envision future needs of the ACC system that don't currently exist today. By thinking divergently, considering all the possibilities, and testing future aspirations for programs, we were able to converge around the strategies that will allow both campuses to flex to the needs of ACC in to the future.

After gathering input, consulting experts, and examining divergent options, the next step is to **Synthesize + Create**. At this point we came back to the committees to present what we have heard and how we have processed the input we received. This feedback cycle with stakeholders ensures that their voices are heard and developed in each step of the process.

PHASE 1 - FRAMEWORK

Alvin Community College identified that the newly-formed Executive Leadership Team (ELT), including the President, would serve as the decision-making body to advise the Master Plan team throughout the process. An existing committee, the Community Advisory Committee (CAC), was engaged in the process, to include members of ACC's district in the conversation. This committee helped by creating a series of Master Plan goals that would guide the planning process and recommendations. The CAC's goals were then verified with the ELT, members of ACC's staff and faculty, and a student representative.

FRAMEWORK

PLANNING PROCESS

PHASE 2 - DISCOVERY

The planning team collected all existing documentation relevant to the planning process, such as scheduling data, enrollment reports, building floor plans, and other relevant data. This information was catalogued and reviewed with the facilities staff for accuracy. Stantec then visited each building on the existing ACC campus with facilities staff to review the room use and building conditions.

Stantec then conducted a series of workshop sessions using proven methods of information gathering to engage specific audiences and gain information directly from multiple constituencies. The planning team also conducted a Student Life Assessment, consisting of an online survey and observations on campus, in an effort to become familiar with the culture of the institution and gather information on the student experience at ACC.

In order to determine the architectural and landscape aesthetics that renovation and new building projects at ACC should endeavor to maintain, background research on the existing was conducted. From this background, a set of design elements were prepared for the ELT to review. After a workshop with the planning team, the ELT laid out their goals for preserving and enhancing the campus character of ACC.

PHASE 3 - EXPLORATION

During Phase 3, the team reviewed and examined the collection of information, focus group and interview findings, as well as

facilities and scheduling data to establish a list of possible projects. This list was reviewed and prioritized together with the ELT and the President. After Master Plan projects began to emerge, the planning team developed a series of draft recommendations that included building optimization and needs-based projects, as well as a series of strategic projects that would help ACC differentiate itself and serve its community through growing successful programs and developing new programs. These projects were then reviewed and prioritized by ACC administration and a Long Range Facility Committee (LRFC), comprised of members of the community.

PHASE 4 - RECOMMENDATIONS

After reviewing and refining draft recommendations with the ELT and the LRFC, the master plan team prepared a series of final recommendations and assigned costs to each proposed project. Once the costs were established, the team reviewed both costs and final recommendations again with the college leadership and Board.

In addition to specific project recommendations, the team also created guidelines to help ACC maintain cohesive office, signage, and campus character standards at both campuses.

THE STANTEC MASTER PLANNING PROCESS



FRAMEWORK

GUIDING PRINCIPLES

ESTABLISHING GOALS + PRINCIPLES

Each Master Plan is driven by a three-level structure of guiding principles, planning goals, and initiatives for implementation. At Alvin Community College, these were developed through input from the Executive Leadership Team, the Community Advisory Committee, information from consultants, and interviews with stakeholders.

Guiding Principles articulate the larger objectives by which the success of the master plan will be measured. These typically complete the statement “for this master plan to be successful, it must...”

Planning Goals are built from these guiding principles, linking the master plan to the strategic and other plans, providing a framework for supporting individual initiatives and projects.

Initiatives are the detailed project proposals the college will undertake as the plan progresses. These can include everything from minor projects to site work to renovations, reconfigurations, and new construction.

GUIDING PRINCIPLES

After reviewing the input from the Community Advisory Committee, the following eight principles were synthesized to characterize the direction the ACC Facilities Master Plan would take:



Look + Feel: A campus that is welcoming, and aesthetically appealing to students and visitors, and attractive to those passing by on roads.



Real-World Training: Facilities and programs to provide job training with up-to-date equipment, in settings that mirror the real workplaces.



Multiple Locations in the Community: A west side campus, satellite locations, and site-based counseling to improve outreach.



Adaptable + Collaborative: Flexible spaces and classrooms that allow users to adapt to different learning experiences, and to future changes in teaching style.



Serving a Variety of Students: Serving traditional and non-traditional students by providing online and on-campus services that enhance their ability to succeed.



Amenities for Students + Community: A conference center for hosting a variety of events. Improved fitness facilities and food offerings to allow staff and students to make healthy choices.



Accessibility + Safety: A campus and facilities that are accessible to all and safe for use at all hours, with amenities that are available to students and the community.



Pride + History: A campus that displays and celebrates what ACC represents, and which showcases the history of the school.

FRAMEWORK

GUIDING PRINCIPLES

PLANNING GOALS

After reviewing the Guiding Principles, projected demographics, and utilization studies with the ELT and ACC faculty, the following seven goals were set for the ACC Facilities Master Plan:

- **Create Flexible/Varied Learning Environments:** Learning spaces, both inside and outside of the classrooms, should have high flexibility and a variety of furniture, fixtures, and equipment to support different learning experiences.
- **Optimize Building Condition/Performance:** Bring all buildings up to modern standards and improve building aesthetics with updated finishes. Install energy-efficient systems and windows.
- **Maximize Utilization:** Right-size classrooms to fit ACC class sizes and utilize scheduling software to ensure efficient use of the rooms.
- **Ensure Campus Safety:** Create clear boundaries for the entire campus and delineate public, private, and semi-private areas of campus. Install natural and technological access controls, and updated safety call stations and lighting.
- **Meeting Stakeholder Goals:** Solicit further input from students, staff, and the community to determine specific needs and strive to meet these through project initiatives.
- **Provide Balanced Student Environments:** Create additional spaces for students, evenly distributed across campus, which offer clearly designated quiet, focused work areas and social, collaborative work areas.
- **Capture Projected Growth:** Maximize enrollment at ACC's existing campus and any new facilities created by offering the programs, facilities, and amenities that will attract new students and retain existing students.

INITIATIVES

Based on the Guiding Principles and Planning Goals, the planning team created several specific initiatives to inform project recommendations at the existing and new ACC campuses:

- Preserve and enhance the central courtyard and valued outdoor spaces at ACC.
- Create a student-centered campus environment, from outdoor spaces to common areas to classrooms.
- Create a furniture and equipment plan for classrooms that ensures flexibility for changes in instructional style in the future.
- Update existing buildings to best serve their intended uses.
- Renovate and/or create facilities that will accommodate the growth of popular ACC programs.
- Include facilities or elements of projects that will recognize the strong sense of community at ACC, and enhance ties to the larger community around the college.

