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Facility Organization Strategy

TVC Master Plan

McCool Carlson Green Architects
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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 nine discrete facilities in the greater Fairbanks area and in Delta Junction. A unique challenge for this master planning process was to discover a facility organization scheme that takes advantage of the diverse learning settings while providing a coherent, full service educational experience for students.

Existing Facility Descriptions
Following is a brief description of the major facilities currently used by TVC. In addition to these facilities TVC utilizes space at the UAF main campus, North Pole High School, the J. P. Jones Center (south Fairbanks), the Fairbanks Municipal Fire Training Center, and other spaces throughout the community.

Tanana Valley Campus Center (TVCC), 604 Barnette Street, Fairbanks, AK
TVCC is located in the 45-year-old former courthouse building which is undergoing renovation and remodeling. It’s nearly 70,000 square feet and houses administrative offices, classrooms, computer and health education labs, the TVC Student Assistance and Advising Center, and the TVC Learning Center. Two of four floors are fully renovated while two others are partially renovated. A portion of the nearby University of Alaska owned Parking Structure is available for TVC use.

UAF Downtown Center, 510 Second Avenue, Fairbanks, AK
The Downtown Center (DTC) is occupied by TVC and other UAF programs. TVC occupies the first and second floors, while other UAF programs are housed primarily on the third floor. The building was originally constructed in the 1950’s as a department store, and it has since been renovated and converted to serve classroom and administrative office functions. TVC has occupied the DTC in whole or in part since 1985. The current lease on this space expires in 2013 with options for renewal. The building has approximately 21,500 square feet on three floors. The building contains classrooms, computer labs, a student lounge, student assistance office, and faculty offices. The building has undergone renovation to improve the functional spaces, however, most of the spaces are undersized for the amount of people they serve.

Hutchison Institute of Technology, 3750 Geist Road, Fairbanks, AK
Hutchison Institute of Technology is a shared-use facility meeting needs of Fairbanks North Star Borough School District and UAF Tanana Valley Campus. A $23M renovation of the building was completed in 2003. About two-thirds of the facility houses James T. Hutchison High School, a magnet career and technical education high school. The remaining third of the facility houses UAF/TVC offices, shops, labs, and kitchen facilities. The building is owned by the Fairbanks North Star Borough School District on property owned by the University of Alaska. A joint operations partnership between the University and the School District allows shared use of the facility which is approximately 137,000 square feet. Of that amount, 50,000 square feet is exclusively used or shared by TVC.
University Park Building, 1000 University Avenue, Fairbanks, AK
Constructed in the 1960's as an elementary school, University Park contains classrooms and labs for TVC's Fire Science, Law Enforcement, Emergency Medical Technician, and Certified Nurse Aid programs. A computer lab, four faculty offices, an administrative office, and a student lounge complete TVC's spaces. The building contains approximately 31,000 square feet, of which approximately 6,000 square feet is used exclusively by TVC while other classrooms are shared.

TVC Automotive Technology Center, 3202 Industrial Avenue, Fairbanks, AK
TVC's newly-expanded Automotive Technology certificate program is housed in leased space at 3202 Industrial Avenue. The 8,000 square foot facility features a recently-modernized automotive training shop, two classrooms, offices, a shop staging area, storage, and adjacent parking. The current lease is for five years (2 years remaining) with options for annual renewal.

TVC Bunnell House Early Childhood Lab School, UAF Campus
TVC operates Bunnell House Early Childhood Lab School on the University of Alaska Fairbanks campus. The lab school offers practicum opportunities for UAF/TVC students and is licensed by the State of Alaska Department of Health and Social Services to provide childcare to 27 children, ages three through six years. Bunnell House, located adjacent to the UAF Fire Department, was formerly faculty housing that has now been modified for its lab school function.

TVC Cosmetology Program Training Facility
TVC is leasing a facility in the Cornerstone Mall, 607 Old Steese Highway, for its Cosmetology Program licensed under the State of Alaska, Department of Commerce, Community, and Economic Development.

Fort Wainwright Education Center Office
TVC has an office and use of classroom and other space in the Fort Wainwright Education Center located at Fort Wainwright near downtown Fairbanks. The TVC office in the Education Center, offers advising, registration, and administrative services for service personnel and their dependents. Adjacent classrooms are used for TVC classes.

Eielson AFB Education Center Office
TVC also has an office, a testing center, and use of classroom and other space at the Eielson Air Force Base Education Center located at Eielson Air Force Base, 25 miles from downtown Fairbanks. The TVC office in the Education Center offers advising, registration, and administrative services for service personnel and their dependents. Adjacent classrooms are used for TVC classes. It also offers testing services for Air Force personnel in conjunction with UAF Testing Services.

Delta Career Advancement Center/Partners for Progress in Delta, Inc.
TVC is an active partner in Delta Junction with an organized non-profit corporation—Partners for Progress in Delta, Inc. The partners are TVC, Delta-Greely School District, Delta Mine Training Center, Cooperative Extension Service, and Alaska Works Partnership. Together, the Partners share use of the Delta Career Advancement Center, a new $1.5M facility located behind Delta High School. The facility is owned by the school district, and it was built with a combination of public and private funding. A new agreement about use of the facility by Partners for Progress is under development.
CURRENT TVC SITES

Delta
Greely
North Pole
JP Jones Center
Fire Training Center
Workshop Process
After review of organizational ideas from other campuses throughout the nation the planning committee evaluated 4 prototype diagrams identifying their strengths and challenges related to the overall goals of the institution. To assist in the evaluation a concise goal statement was developed from the previous Learning Plan work:

**Be Adaptable, Flexible, Nimble**
- Anticipate & meet changing workforce demands
- Responsive to student needs
- Leverage technology & community partnerships

**Create Small Learning Communities within Large Learning Network**
- Sense of belonging and coherence
- Full service educational experience
- Accessibility (virtual, physical & financial)

**Project a Common Identity**
- Recognizable
- Meaningful
- Unique

**Develop Sustainable Programs and Facilities**
- Financial
- Educational
- Environment & Energy
Diagram A: Consolidated Campus
This diagram suggests a coalescing of the majority of TVC programs into one location creating a unified campus. This traditional community college model would provide a focused identity, good program relationships and convenient student support services but is unlikely to be financially feasible due to the scale of property acquisition and magnitude of capital funds required. Possible locations discussed were:

- Downtown around the current campus center at 604 Barnette.
- University Park / Hutchinson Center
- A large open site in the Fairbanks area (specific sites were not identified)
- Reclamation and expansion of space such as the old Kmart property
Diagram B: Hub & Satellite
This diagram most closely matches TVC’s current configuration with a main hub of services at the Campus Center and multiple programs in a variety of locations throughout the community. This diagram preserves the substantial investment recently made in the Tanana Valley Campus Center (604 Barnette Street) and supports the framework plan for downtown Fairbanks. Significant concerns exist about how to effectively provide full service to students in this model and the lack of campus feel at the current satellites.
Diagram C: Engaged Clusters
This diagram envisions programs grouped in a series of program clusters located throughout the community. Each cluster would have sufficient student populations to create a sense of academic community and support student support services.
Diagram D: Embedded Network
In this alternative each program would be semiautonomous, tied together with a network structure that provides student support to all sites probably through a virtual, web based system. This nimble structure allows for programs to spring up anywhere that there is a need and suitable space within the community. Concerns include how effective the virtual support structure could be and how the campus identity would be communicated.
Participant Diagrams

Four workshop groups were assigned one of the criteria categories and after evaluating the prototypes each group created a diagram of their own that depicted their view of the optimal organization of TVC programs within the current context. Three of the four diagrams had striking similarities showing a central hub at the current Tanana Valley Campus Center with a series of program clusters surrounding it.
The Recommended Organizational Strategy – Hub & Cluster

Concurrence of thinking between the 4 groups suggests a clear direction for future growth of TVC. This recommended organizational strategy builds on the strengths of TVC’s existing facilities while improving student service and program delivery. Major features of this organizational strategy include:

- Maintain central focus of programs and services at the current Tanana Valley Campus Center
- 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 TVC service area